

UNITED
STATES
MILITARY
ACADEMY

WEST POINT, NEW YORK

REPORT
of the
1987
BOARD of VISITORS

DUTY

HONOR

COUNTRY

December 31, 1987

An Extract of the Sections of the United States Code that
Directly Pertain to the United States Military Academy and
Faculty

SECTION 4355. Board of Visitors

(a) A Board of Visitors to the Academy is constituted annually of--

(1) the Chairman of the Committee on Armed Services of the Senate, or his designee;

(2) three other members of the Senate designated by the Vice President or the President pro tempore of the Senate, two of whom are members of the Committee on Appropriations of the Senate;

(3) the Chairman of the Committee on Armed Services of the House of Representatives, or his designee;

(4) four other members of the House of Representatives designated by the Speaker of the House of Representatives, two of whom are members of the Committee on Appropriations of the House of Representatives; and

(5) six persons designated by the President.

(b) The persons designated by the President serve for three years each except that any member whose term of office has expired shall continue to serve until his successor is appointed. The President shall designate two persons each year to succeed the members whose terms expire that year.

(c) If a member of the Board dies or resigns, a successor shall be designated for the unexpired portion of the term by the official who designated the members.

(d) The Board shall visit the Academy annually. With the approval of the Secretary of the Army, the Board or its members may make other visits to the Academy in connection with the duties of the Board or to consult with the Superintendent of the Academy.

(e) The Board shall inquire into the morale and discipline, the curriculum, instruction, physical equipment, fiscal affairs, academic methods, and other matters relating to the Academy that the Board decides to consider.

(f) Within 60 days after its annual visit, the Board shall submit a written report to the President of its action, and of its views and recommendations pertaining to the Academy. Any report of a visit, other than the annual visit, shall, if approved by a majority of the members of the Board, be submitted to the President within 60 days after the approval.

(g) Upon approval by the Secretary, the Board may call in advisers for consultation.

(h) While performing his duties, each member of the Board and each adviser is entitled to not more than \$5 a day and shall be reimbursed under Government travel regulations for his travel expenses.

Report
of the 1987
Board of Visitors
United States Military Academy

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ANNUAL REPORT OF THE BOARD OF VISITORS
OF THE
UNITED STATES MILITARY ACADEMY, 1987

West Point, New York December 31, 1987

THE PRESIDENT OF THE UNITED STATES

Mr. President:

1. APPOINTMENT AND DUTIES OF THE BOARD. The Board of Visitors to the United States Military Academy was appointed in accordance with the provisions of Section 4355 of Title 10, United States Code. It is the duty of the Board to inquire into the morale and discipline, curriculum, instruction, physical equipment, fiscal affairs, academic methods, and other matters relating to the Academy that the Board decides to consider.

2. MEMBERS OF THE BOARD.

Senators

Alfonse M. D'Amato, New York

Carl M. Levin, Michigan

Don Nickles, Oklahoma

Richard C. Shelby, Alabama

Representatives

Hamilton Fish, Jr., New York

W. G. Hefner, North Carolina

Bill Lowery, California

Owen N. Pickett, Virginia

James V. Hansen, Utah

Presidential Appointees

Mr. Clyde H. Slease; Attorney; Ligonier, Pennsylvania
(Appointed in 1985 to serve through 1987)

Mr. Michael W. Grebe; Attorney; Mequon, Wisconsin
(Appointed in 1985 to serve through 1987)

Ms. Marta T. Caldera; Businesswoman; Los Angeles, California
(Appointed in 1986 to serve through 1988)

Mr. Michael J. Bayer; Government Relations Exec; Washington, DC
(Appointed in 1986 to serve through 1988)

Mr. William D. Mounger; Oil Producer; Jackson, Mississippi
(Appointed in 1987 to serve through 1989)

Brigadier General (Ret) George B. Price; Columbia, Maryland
(Appointed in 1987 to serve through 1989)

3. EXECUTIVE SECRETARY. Colonel Larry R. Donnithorne, Special Assistant for Strategic Planning, United States Military Academy (USMA), serves as Executive Secretary to the Board.

4. PRELIMINARY DATA. Certain reports and information material were provided to each member of the Board prior to the scheduled sessions. A list of material so furnished is shown at Appendix 6.

5. PUBLIC NOTICE. In accordance with Section 10 (a)(2) of the Federal Advisory Committee Act (Public Law 92-463), notices of the meetings were published in the Federal Register. Local notice was provided to the West Point Community and the Corps of Cadets by newspaper and bulletin notices.

6. PROCEDURES. Under the provisions of Section 10 (b) and (c) of the Federal Advisory Committee Act (Public Law 92-463), the minutes of each meeting of the Board, certified by the Chairman, and its records, reports, letters and other documents are available for public inspection in the Office of the Executive Secretary, Board of Visitors, Building 600, United States Military Academy, West Point, New York.

7. CONVENING OF THE BOARD.

a. Role of the Board in 1987. Continuing a pattern of several years, the 1987 Board of Visitors held three meetings during the year. The first, an organizational meeting, was held in Washington, DC on April 6, 1987. A summer meeting was held at West Point from the evening of July 16 through July 19, 1987. The required annual meeting of the Board was held at West Point during the period of December 1 through December 4, 1987.

b. April 6, 1987, Washington, DC. The organizational meeting of the 1987 Board was held in the Russell Senate Office Building and was attended by five Presidential appointees and one member from the House of Representatives. Quorum (6 members including one from Congress) was achieved. Mr. Clyde Slease was elected Chairman for 1987; Congressman Hamilton Fish, Jr. was elected Vice Chairman. A partial Executive Committee was appointed. Mr. Slease held in abeyance the selection of three additional members, who must be from the Congress, noting that the vacancies were to be filled, with the Board's consent, at the Summer Meeting. The Board selected meeting dates for two more meetings during the year. Summarized minutes for this meeting are at Appendix 2. This meeting was open to the public.

c. July 16-19, 1987, West Point, NY. The summer meeting at West Point was attended by all six Presidential appointees and three members from the House of Representatives. Quorum was present. During the meeting the Board received reports on women's issues at West Point, the status of federal aid to the local school district, the status of the child care center civil

suit, and the status of appropriations for construction at West Point. The Board also received briefings on 2002 long range planning, cost/price/worth of West Point, cadet schedule, entering class cadet characteristics, and tactical officer career patterns. The Board observed summer training for both the sophomore and freshman cadets at West Point. Summarized minutes for this meeting are at Appendix 3. This meeting was open to the public.

d. December 1-4, 1987, West Point, NY. The annual meeting of the 1987 USMA Board of Visitors was held, in accordance with 10 USC 4355 (d), at West Point. This meeting was attended by four Presidential Appointees, Mr. Clyde Slease, Mr. Michael Grebe, Mr. Michael Bayer, Mr. William Mounger, and by two members of the Board from Congress, Mr. Hamilton, Fish, Jr. and Mr. Owen B. Pickett. Quorum was achieved. The purpose of this meeting was to continue discussions begun in the summer meeting and to address several new topics, all of which are listed in the agenda (Enclosure 1 to Appendix 4) and in paragraph 8 below. Summarized minutes for this meeting are at Appendix 4. This meeting was open to the public.

8. CONCLUSIONS AND RECOMMENDATIONS

a. General Conclusions.

We wrote last year that West Point provides an exceptional value to the citizens of this nation in its training and preparation of young men and women for military careers. We are proud to repeat that assertion as the events of 1987 at the United States Military Academy unfold throughout this report.

The distinguished leadership of Lieutenant General Dave Palmer for the last year and a half bodes well for the remaining term of his superintendency. He has fully grasped the need to retain the preeminent position of the Academy with the forward looking program of long range planning and its emphasis on what the Academy is to be in 2002, the 200th year of its existence.

Brigadier General Roy Flint, Dean of the Academic Board, has continued his outstanding performance in guiding the Academy's rigorous course of study program which ranks at the top of the nation's educational institutions. He has contributed much to the Board of Visitors deliberations.

In July of this year Brigadier General Peter Boylan, upon his promotion to Major General, relinquished his position as Commandant. During the year, as it has for the last several years, the Board witnessed the military and physical fitness training of the Corps of Cadets. General Boylan is to be commended for his dedication and leadership of this excellent program. We look forward to working with his successor,

Brigadier General Fred Gorden, who brings with his tested experience much that will continue to enhance this most important post.

Each year the Board reviews the responses of the Academy to the previous Board's recommendation. The Board accepts these recommendations without reservation and these are noted in Appendix 1.

Following the pattern of the last five years the Board met three times and deliberated on a number of subjects deemed vital to the Academy. The major topics and the conclusions reached, with recommendations, follows.

Finally, the Board notes with great satisfaction and unanimous support the adoption of two important statements covering the purpose of the Academy and its mission. These statements to which the Board had input, at the request of the Superintendent, require in the opinion of the Board, widespread dissemination. They are included in full in Appendix 6.

b. Specific Conclusions and Recommendations.

(1) TOPIC: Long Range Planning

CONCLUSION: The Board was presented various discussions both oral and written pertaining to the 2002 project for West Point. The presentation detailed with foresight the requirements of training future officers relative to leadership, technological, domestic-political, foreign-political, geo-political, social, psychological, and other evolvments over the next fifteen years. West Point is assiduously striving to be able to serve the future needs of the Nation for a nonpareil officer corps.

As part of the 2002 project, the Board participated in efforts to draft statements of purpose and mission, which were ultimately adopted by the Academy and approved by the Chief of Staff of the Army. In addition, the Board reviewed a letter from the Secretary of the Army, which challenged the Board and the Academy to consider additional contributions to the Nation which might be expected from West Point graduates in the future. As one possible response to the Secretary's request, the Academy has conceived a preliminary concept for establishment of the "West Point Institute for American Leadership." In part, that concept was sparked by the Board's own participation in Project 2002.

RECOMMENDATION: The Academy should continue to refine its 2002 project and the Board of Visitors should continue to be helpful and analytical pertaining to this project. In particular, the Board concurs that additional efforts should be undertaken, preferably by the Association of Graduates, to develop the concept for establishment of an

Institute for American Leadership. While the concept is obviously in a very preliminary stage, it deserves further review. The Board requests a report on this subject during its meetings in 1988.

(2) TOPIC: Attendance by Congressional Members

CONCLUSION: The Board continues to believe that increased attendance at its deliberations by the Congressional members is vital. One measure to facilitate more active participation is to remove the restrictive language in Section 4355, Title 10 which prescribes representation from specific committees. While it is highly desirable that members of the Armed Services and Appropriations Committees have first hand knowledge of the Academy and serve as members of the Board, it is recognized that the demands on their schedules are extremely heavy. Changing the law to permit greater flexibility in appointments to the Board would allow the Congressional leadership to canvass all members to identify those who wish to serve and would give priority to attendance at meetings. Both the Academy and Congress would benefit by this. Armed Services and Appropriations Committee members unable to serve on the Board but requiring specific information on Academy matters could obtain this by personal visits.

RECOMMENDATION: The Board strongly recommends that the Secretary of Defense submit a legislative change proposing this added flexibility in Congressional appointments. (It is the Board's understanding that increased attendance by Congressional members is an objective of the Boards of Visitors for all the Service Academies.)

(3) TOPIC: Cadet Pay

CONCLUSION: The Board received several detailed reports about cadet pay, to include a discussion of the bottom line impact upon individual cadet checkbook balances. The Board notes that this year the combination of lower tax rates and a 3% increase has slightly improved the after tax and discretionary incomes of the average cadet. However, the Board continues to support directly linking cadet pay to changes in overall military compensation levels. The Board finds that while pay levels are at generally adequate levels, there are many students at West Point with monthly income supplements from their families. The Board notes that for those students unable to have such transfers, adequate financial support programs seem available, and those students are able to fully participate in West Point student society. The Board also notes that the expanding use of credit cards by the cadets ought to be carefully monitored by the Academy, and cadet financial management ought to be stressed.

RECOMMENDATIONS:

1. The Superintendent of the US Military Academy should include on the agenda of the next meeting of the Superintendents of the service academies a request to discuss and develop a recommendation for the Secretary of Defense on appropriate levels of cadet pay.

2. The Secretary of Defense should submit legislation to reconnect the pay of cadets to the military pay compensation system so that future cost of living adjustments granted to the services will be automatically reflected in cadet pay.

(4) TOPIC: Career Path of TACs

CONCLUSION: The Board received a detailed briefing on the role and career patterns of the tactical officers. The Board found that the tactical officers come from all branches of the Army, and that nearly half of them are non-USMA graduates. All have completed one year of graduate school prior to beginning their work with the students. The Board believes there continues to be a need for officers assigned to this duty to have graduate level educations. The Board also supports the Superintendent's search for an internal, degree-granting alternative for tactical officer education which more closely meets the challenges of this unique assignment.

RECOMMENDATION: The Board requests a report on the status of the Superintendent's proposed tactical officer education alternative during its meetings next year.

(5) TOPIC: Entering Class Characteristics

CONCLUSION: The Board notes with pleasure that this year's entering class has met or exceeded the Academy's highly ambitious goals. This class was selected from 14,500 applicants, the largest group ever. This establishes West Point as the most selective institution among all U.S. colleges and universities in America. The Board notes with pleasure that the Academy sustains its strong performance in recruiting women and minorities.

(6) TOPIC: Cost/Price/Worth of West Point

CONCLUSION: The Board requested and received excellent oral and written presentations on the benefits and costs of West Point. Considering the full costs of education, the costs to the nation of educating West Point students are approximately the same as those for educating ROTC students. When the benefits derived by the nation are considered as well (the greater proportion of Military Academy graduates commissioned in the combat branches, the greater number of officers with academic backgrounds in engineering and physical

sciences commissioned in combat branches, the higher retention rates and longer years of service, and the general quality and dedication of Military Academy graduates), West Point actually is a bargain for the Army and the Nation.

(7) TOPIC: Women's Issues, Reassessment of Federal Lands, and Child Care Center Suit

CONCLUSION: The Board devoted, at its summer meeting, considerable time to the discussion of certain women's issues at West Point; the reassessment of federal lands falling within the confines of the Highland Falls School District and its impact on aid to education and the suit filed with respect to the child day care center at the Point. Unfortunately, time constraints prevented the Board from reaching any conclusions or recommendations with respect to women's issues. Therefore, they will be passed on to the 1988 Board for action. Those interested in the deliberations on these subjects are referred to the minutes of the Summer Meeting of the Board. Certain references to the latter two topics are also made in the minutes of the Annual Meeting.

(8) TOPIC: Cadet Honor Code and System

CONCLUSION: The 1986 Board in its Report drew specific conclusions and made recommendations with respect to this subject. This Board in its belief that the Cadet Honor Code and System is at the core of the West Point experience asked for and received an update which further strengthened its opinion that the Academy and Corps must continually monitor this program. Further the Board suggests to the 1988 Board and its successors, that at the Organizational Meeting each year a brief summary of the Code and System be presented for the benefit of new members so that the importance of it is imprinted on the minds and hearts of the Board as it is upon the Corps of Cadets, and the Staff and Faculty of the Academy.

(9) TOPIC: Cadet Appreciation of the Constitution

CONCLUSION: Throughout the history of the Academy an appreciation of the Constitution of the United States has been given to the Corps of Cadets. Presently various courses are offered as part of the core (required) curriculum and as electives. These deal not only with the Constitution and its making but also with specific studies and interpretations of the Constitution. Four departments, viz. Law, History, Social Sciences and Military Science cover the Constitution and its various aspects throughout the cadets four years. The Board believes this is unique throughout American institutions of higher learning. In addition, extra curricular activities held at West Point highlight the Constitution and constitutional themes. These include noted speakers from the United States Supreme Court and other Courts, noted historians and lecturers,

all of which help to instill respect and appreciation for our basic document. The Board commends the Academy for its leadership in this most important aspect of the American experience.

1987 USMA BOARD OF VISITORS

Clyde H. Slease

CLYDE H. SLEASE
Chairman
USMA Board of Visitors

Michael W. Grebe

MICHAEL W. GREBE
Attorney at Law
Mequon, Wisconsin

Michael J. Bayer

MICHAEL J. BAYER
Government Relations Executive
Washington, DC

William D. Mounger

WILLIAM D. MOUNGER
Independent Oil Producer
Jackson, Mississippi

Hamilton Fish, Jr.

HAMILTON FISH, JR.
United States House
of Representatives

Owen B. Pickett

OWEN B. PICKETT
United States House
of Representatives

SUMMARY OF ACTIONS TAKEN IN RESPONSE TO 1986 RECOMMENDATIONS OF THE BOARD. As of December 2, 1987

a. Title and Date of Report: United States Military Academy Report of the Board of Visitors, December 31, 1986.

b. Name of Advisory Committee: Board of Visitors, United States Military Academy.

c. Recommendations and Academy Response. During the past year, certain actions were taken in response to the 1986 recommendations:

TOPIC: Cadet Pay

RECOMMENDATIONS:

(1) Without linkage to the standard DOD pay scale, cadet pay could "fall between the cracks" during the budget process of the Department of Defense. It is, therefore, recommended that the Secretary of Defense request the Superintendents of the three military academies to study the issue and report.

(2) Finally, the BOV should monitor the issue annually and make appropriate recommendations to the Superintendent.

USMA RESPONSE: The Academy has continued to study the cadet pay issue to insure cadet pay is adequate and has coordinated with the Department of the Army procedures for incorporating cadet pay as a line item in the military pay requests submitted to DOD and Congress. The Secretary of Defense has not requested the study report from the three superintendents recommended by the Board.

TOPIC: The Cadet Honor Code and System

RECOMMENDATION: That the Academy continue to systematically monitor, and adjust, the Code and System where indicated.

USMA RESPONSE: The Academy continues to monitor and adjust the Code and System as indicated. The Superintendent, with the Cadet Honor Committee, is presently considering initiatives in the area of honor and duty. The Superintendent is kept advised of the health of the Cadet Honor Code by his Honor Review Committee.

Appendix 1

TOPIC: Long Range Planning

RECOMMENDATION: The Board commends the Superintendent and his staff for increased emphasis on long range planning at this important time in the Academy's history, and supports the application of appropriate resources for the purpose of formulating plans which extend beyond the current planning cycle of seven years through the year 2002. The Board requests a report on this subject during the Board's meetings in 1987.

USMA RESPONSE: The 2002 planning process continued throughout 1987. Nine overarching, strategic concepts are in various stages of drafting. They include a statement of purpose (why?), a new mission statement (how?) approved on 18 May 1987, a description of the West Point Experience (how?), a description of the leader of 2002, a concept of development of leaders of character, concepts of intellectual, military, and physical development, and a description of the West Point environment. The Board of Visitors received extensive briefings on both the planning process and its products in 1987.

SUMMARIZED MINUTES
1987 USMA BOARD OF VISITORS
ORGANIZATIONAL MEETING
APRIL 6, 1987, WASHINGTON, DC

1. CONVENING OF THE BOARD. Following administrative remarks by the Executive Secretary, the organizational meeting of the 1987 USMA Board of Visitors (BOV) was opened by the Chairman, Mr. Clyde Slease, at 9:05 a.m. in Room SR 189, Russell Senate Office Building, Washington, DC. Members present included Mr. Slease, Representative Hamilton Fish, Jr., Mr. Michael Grebe, Ms. Marta Caldera, Mr. Michael Bayer, and Mr. William Mounger. A quorum (six members including one from the Congress) was present. Also present at this convening of the BOV were the Superintendent USMA, Lieutenant General Dave Palmer; Lieutenant Colonel Grayson Winterling and Major Joe Austin, Office of Army Legislative Liaison; Major Patricia Sigle, Office of the Special Assistant to the Superintendent; and Captain John Chapman, Aide to General Palmer. Colonel Tillar, Executive Secretary and federal representative to the Board was present.

2. OPENING COMMENTS AND INTRODUCTION OF THE AGENDA. The Chairman welcomed members to the meeting, noting the reappointment of Mr. William Mounger and Brigadier General George Price for another three year term. Mr. Slease advised that Congressional appointments, particularly from the Senate, had not yet been completed. Mr. Fish remarked that he understood four of five appointments from the House had been made: himself, Mr. Hefner, Mr. Lowery, and Mr. Pickett. Mr. Slease next offered the agenda to the Board for approval. Hearing no objection, the agenda was accepted.

3. ELECTION OF OFFICERS. In accordance with Rules of the Board of Visitors, the first item of business was the election of officers for 1987. Mr. Slease opened the floor for nominations. Mr. Mounger nominated Mr. Slease for Chairman and Mr. Fish for Vice Chairman. Mr. Bayer seconded. There were no further nominations; the motion was carried by a unanimous voice vote.

4. SELECTION OF THE EXECUTIVE COMMITTEE. In accordance with the Rules, Mr. Slease next selected members for the Executive Committee. In addition to the Chair and Vice Chair, members ex officio, Mr. Slease selected Mr. Grebe and Mr. Mounger. Mr. Slease held in abeyance the selection of three additional members, who must be from the Congress, noting that the Congressional appointments to the BOV were not complete. These remaining vacancies are to be filled, with the Board's consent, at the summer meeting. There were no objections to the selections.

Appendix 2

5. REMARKS BY THE SUPERINTENDENT. Mr. Slease next asked for remarks by General Palmer. General Palmer began by expressing his appreciation to the Board and particularly Congressman Fish for his continuing support of West Point, both as the local Representative and as a member of the BOV. General Palmer next outlined a number of ventures since the Board's last meeting: the presentation in the White House by the President of the Commander-in-Chief's Trophy to the senior cadets of the 1986 Army Football team, speaking tours by a number of the senior officials of West Point (including the Superintendent) to graduates, parents and friends of the Academy in conjunction with West Point's "Founder's Day." General Palmer said he sensed "no great concerns" among the people with whom he met; West Point is getting solid support. General Palmer indicated that this support is evidenced in the freshman class to be admitted this summer; the smallest class admitted in 20 years, but from a record number of applicants, over 14,500. The small entering class results from improved retention of the three upper classes currently at West Point. General Palmer also indicated that this support is evident in increased giving, from alumni and friends, to the Association of Graduates which, in turn, is used to provide a "margin of excellence" for the Academy. He related progress on the "2002 planning initiative" ongoing at West Point to which the BOV made input. General Palmer offered a briefing on this topic to the BOV at its summer meeting. General Palmer suggested that, for areas of interest in 1987, the Board consider (1) the 2002 initiative and (2) the worth of West Point to the American taxpayer. He also proposed several dates as candidates for summer and fall (Annual) meetings of the BOV. General Palmer concluded his remarks by asking for questions. Mr. Slease asked if the eagerness for entry to West Point applied to both men and women. General Palmer replied affirmatively. Mr. Slease asked why the surge of interest? General Palmer identified five possible causes: an interest in service to country, patriotism, the quality of a West Point education, the element of adventure or challenge, and the cost of education. Congressman Fish asked if the Academy was aware of the recent Department of Education reassessment of federal lands surrounding the Highland Falls School District and the resulting loss of revenues to the District? General Palmer responded that he was aware and interested since this District educates most of the West Point high school youths. He indicated Academy support for the District in terms of maintaining "Section VI" payments, loan of visiting faculty, and use of West Point facilities. Considerable discussion followed as to alternatives and responsibilities involved in this situation. Mr. Slease asked Mr. Fish to further explore this issue and report back to the Board. Mr. Fish asked if the Academy's military construction appropriations request for next year was being supported. General Palmer responded that, at this point, these requests are being adequately supported.

Money for the new commissary, academic modernization, Washington Hall upgrade, etc. is "on track." Mr. Mounger asked about cadet's shedding their jackets at the Army/Navy football game and about the quality of athletes being recruited. General Palmer answered by saying that such conduct is not condoned; he noted that the number of cadets involved was very small and that cadet leaders corrected the situation. He also noted that television coverage exaggerated the activity. As to recruited athletes, General Palmer said that, across the board, the Academy was enjoying a banner recruiting year. In football, Coach Young reports his best recruiting year; provided, of course, all recruits show for Reception Day, complete Cadet Basic Training and enter the football program in the fall. General Palmer informed the Board of several recent national achievements by West Point athletes: Cadet VanSant won a NCAA Division I swimming event, Cadet Houston was the nation's leading scorer in Division I basketball and several other cadets had been recent All-American selections. Mr. Slease called for a short break at this point, 10:05 a.m.. Shortly after the break, the Board was joined by Mr. Milton Hamilton from Secretary Marsh's Office and Mr. Paul Reagan from Congressman Pickett's Office.

6. AREAS OF INTEREST FOR 1987. After the break, Mr. Slease asked members of the Board present to suggest areas in which they were particularly interested. Each member, in turn, spoke. During discussion of suggested topic areas, Mr. Slease raised questions about attitudes expressed by cadet concerning a cadet discipline case in which the cadet recommended for separation from the Academy obviously enjoyed support from a number of other cadets. Numerous cadets had expressed doubts about the "system" should the cadet ultimately be separated. General Palmer responded, without addressing the specific case, by outlining procedures utilized in discipline cases and acknowledged responsibility for communicating his rationale in such cases to the cadets. Discussion also ranged to the Cadet Honor System, the recent National Honor Conference held at West Point, and leadership development. Following this discussion the Board approved the following areas of interest for 1987:

- a. The worth (cost/price/worth) of West Point to the taxpayer.
- b. The 2002 A.D. planning
- c. The Cadet Honor Code and System, to include how graduates perceive its value.
- d. A report from Ms. Caldera on the status of women and minorities at West Point.

e. A report from Mr. Fish on the impact of federal land reassessment on the Highland Falls/Fort Montgomery School District.

f. Several information briefings.

(1) Entering class characteristics and attitudes (1940, 1960, 1980 if available).

(2) Career paths of Tactical Officers.

(3) Cadet pay.

(4) Recent changes in the cadet schedule.

7. REMARKS BY MR. MILTON HAMILTON, ADMINISTRATIVE ASSISTANT TO THE SECRETARY OF THE ARMY. Mr. Slease next asked if Mr. Hamilton desired to address the Board in behalf of the Secretary of the Army. Mr. Hamilton remarked on several items of interest to Mr. Marsh: (1) Congressional participation in the Board of Visitors, suggesting the Board might wish to recommend changes in the law to remove certain committee membership criteria for Congressional members, (2) the Superintendent's 2002 planning initiative, (3) the mandated Army officer strength reduction, and (4) the Army theme for this year, The Constitution. Mr. Slease thanked Mr. Hamilton and asked that he inform Mr. Marsh that the Board was sorry his schedule precluded attendance. Mr. Slease asked if Mr. Marsh's 1985 invitation to Board members to visit other Army installations was still in effect. Mr. Hamilton responded affirmatively and outlined procedures to arrange such a visit.

8. MEETING FORMAT AND SCHEDULE FOR 1987. The Executive Secretary, Colonel Tillar, outlined the meeting format of recent Boards; one meeting in Washington, DC, and two meetings at West Point. Colonel Tillar noted the legal requirement for only one meeting at West Point each year. Following considerable discussion the Board selected the following meeting dates:

a. Summer: 17, 18, 19 July at West Point.

b. Fall (Annual): 2, 3, 4 December at West Point.

Mr. Hamilton affirmed Secretary Marsh's approval of additional (other than the one required by law) meetings of the Board.

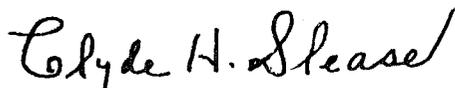
9. REMAINING BUSINESS. Mr. Slease asked if any business remained before the Board? Mr. Grebe asked if General Boylan had received reassignment orders? General Palmer responded that, to his knowledge, he had not, although his replacement has

been selected and will become the new Commandant of Cadets on August 1, 1987. General Palmer next informed the Board that this would be the last meeting of the Board attended by Colonel Tillar, the Board's Executive Secretary. Colonel Tillar intends to retire from active service on June 30, 1987. Mr. Slease asked for remarks from Colonel Tillar. Colonel Tillar responded briefly, outlining his anticipated new career, and thanked the Board for the pleasure of serving as its Executive Secretary.

10. CLOSING REMARKS. There being no further business, Mr. Slease adjourned the Organizational Meeting of the 1987 BOV at 12:32 p.m.



D. P. TILLAR, JR.
Colonel, Field Artillery
Executive Secretary
Board of Visitors



CLYDE H. SLEASE
Chairman
1987 Board of Visitors

Enclosure

AGENDA

USMA BOARD OF VISITORS

9:00 a.m., Monday, April 6, 1987

Russell Senate Office Building

Administrative Remarks and Introduction of Members	Executive Secretary
Opening Comments and Introduction of Agenda	Chairman
Election of Officers	Chairman
Selection of Executive Committee	Chairman
Remarks by Superintendent	Superintendent
Response by Chairman	Chairman
Areas of Interest for 1987	Board
Meeting Format and Schedule for 1987	Executive Secretary
Remaining Business	Board
Closing Remarks	Chairman
Lunch	Executive Secretary

Enclosure

SUMMARIZED MINUTES
1987 BOARD OF VISITORS
SUMMER MEETING
JULY 17-19, 1987
WEST POINT, NEW YORK

1. BOARD VISIT TO CADET TRAINING. The summer meeting of the Board of Visitors began at 9:00 AM on July 17, 1987. Members present were Mr. Slease, Mr. Grebe, Mr. Mounger, Brigadier General (Retired) Price, Ms. Caldera, Mr. Bayer, Congressman Fish (joining at 12:00 PM) and Congressman Pickett (joining at 2:00 PM). The Board's visit began with a full day of observations of cadet training. The members of the Board received a briefing by the Cadet Commander of the summer training program for the entering Fourth Class (plebes), known as Cadet Basic Training. The members then visited the Cadet Uniform Factory, observed ongoing instruction in first aid and drill on the Plain, and observed new cadets running the obstacle course. After lunch in the Cadet Mess, the Board members moved to Camp Buckner, the site of the summer training for the Third Class, known as Cadet Field Training. The Board toured Camp Buckner, observed ongoing training in artillery and engineers, and saw cadets running the obstacle course. The members had dinner at the Camp Buckner commander's cabin with assembled cadets and staff and faculty.

2. CONVENING OF THE BOARD. The summer business meeting of the 1987 Board of Visitors was convened on July 18, 1987, at 9:15 AM by the chairman, Mr. Clyde H. Slease, in the First Class Lounge of Eisenhower Hall at West Point. Members of the Board present, in addition to the chairman, were Vice Chairman Hamilton Fish, Jr. (joining the meeting in progress at approximately 10:00 AM), Mr. Michael Grebe, Mr. William Mounger, Brigadier General (Retired) George Price, Ms. Marta Caldera, Mr. Michael Bayer, Congressman Owen Pickett, and Congressman Bill Lowery. Quorum (consisting of six members including one member of Congress) was present. The chairman introduced Lieutenant Colonel Larry R. Donnithorne, the newly-appointed Executive Secretary for the Board. LTC Donnithorne noted for the record the presence in the meeting of other USMA personnel including the Superintendent, Lieutenant General Dave Palmer, Mr. Milton Hamilton (Administrative Assistant to the Secretary of the Army), Lieutenant Colonels Tom Fagan, Dan Kaufman, Ned Doyle, Majors Bruce Bell, Pat Sigle, Beverley Bodenhammer, Joe Austin (of the Department of Army Office of Chief of Legislative Liaison), Dr. Larry Van Winkle, and Mr. Jim Thomas. Also present was Mr. Said Deep, representing the Times Herald-Record of Middletown, New York. Lieutenant Colonel Donnithorne, noting presence of quorum, asked the chairman to seek acceptance of the

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proposed agenda (enclosure 1) as the first item of business. Hearing no objections, the Chairman accepted the agenda. He then called upon LTG Palmer for any opening remarks. LTG Palmer welcomed the Board members and showed them an inspirational videotape of scenes of the Academy combined with Lee Greenwood's singing of "I Am Proud to Be an American."

3. BOARD DISCUSSIONS.

a. Board Report on Women's Issues at West Point.

Ms. Caldera addressed the Board, presenting a report on the status of women at West Point. She observed that the institution had been open and supportive of her investigation and that she had found women at West Point enthusiastic about being a part of the Academy. She presented five recommendations regarding women at West Point, expanding upon each by additional comment and inviting discussion of each as she proceeded. The Board approved four of those recommendations, as follows:

1. Senior leadership should emphasize the importance of Combat Support and Combat Service Support as much as Direct Combat is emphasized.
2. More women should be assigned to the USMA in leadership positions. Additionally, outstanding women, both military and civilian, should be invited to lecture and participate as often as possible.
3. The United States Military Academy should take stronger measures to discourage stereotyping and insensitive behavior which creates a hostile environment for women cadets.
4. Make better use of the Corbin Seminar (a USMA discussion group focused on women's issues).

Regarding the first recommendation, Ms. Caldera said that the emphasis at USMA on combat arms, particularly among younger officers who have not served in war, causes women to feel that their role is less important. General Price observed that the national policy preventing women in combat is a factor contributing to her observations. He agreed that cadets should appreciate the importance of every role involved in war-fighting. Mr. Lowery asked about the ratio of combat roles to non-combat roles. Lieutenant Colonel Fagan said the proportion is 40% combat and 60% non-combat. LTG Palmer pointed out that, despite the 40%/60% ratio, the great majority of positions for junior officers, such as USMA's lieutenant graduates, are in the combat arms. Mr. Bayer asked what branches the men at the top of the class choose. The Superintendent replied that 90% of all men join a combat arm and that it is his impression that a still

higher percentage of the top 100 men in a class choose combat arms. He observed that Army needs have led the Army to direct USMA to commission some graduates in 1988 for the first time in the Medical Corps, Finance Corps, and Adjutant Generals Corps.

Regarding the second recommendation, Ms. Caldera noted the value of positive role models including competent women tactical officers and tenured faculty. LTG Palmer agreed with the recommendation, noting that the Army as a whole lacks women in senior positions, though the situation will be somewhat self-correcting as women USMA graduates become more senior. Mr. Fish suggested that eminent women from the faculties of other colleges could be invited to serve as visiting professors in more than token numbers. Mr. Bayer asked for a count of the number of women who have been asked to lecture at West Point, and the Executive Secretary agreed to provide that information. Mr. Mounger asked about the procedures for selecting visiting professors. LTG Palmer explained that there occurs a process of negotiation between department heads and prominent scholars at other colleges to determine who may be willing and able to come to USMA on a sabbatical, followed by subsequent formalities for approval of nominees.

Regarding the third recommendation, Ms. Caldera noted that many female cadets with whom she spoke said that, while most negative comments and inappropriate treatment of women are committed by cadets, there are a great many instances of faculty and senior staff either discriminating or observing discrimination and not correcting it. She suggested that senior leadership must be held accountable for their own negative behavior and contributory behavior. She said there is a very good system in place regarding cadet behavior standards toward women and that they should be enforced stringently. Invited by the Chairman to comment, LTG Palmer agreed with the recommendation. Mr. Grebe asked about the implication in the wording of the recommendation that the Academy should be doing more than is now being done. Ms. Caldera offered to review the evidence which led to her recommendation with individual members who cared to see it.

Regarding the fourth recommendation, Ms. Caldera said the Corbin Seminar is supposed to be a forum where women can discuss and deal with items unique to them, but at the present it is viewed by younger cadets as something focused more on issues dealing with First Class women and with little or no participation by the plebes. Ms. Caldera noted that in her group interviews with women, the discussion was slow in the beginning but that it eventually began to flow very freely as the women started to talk about common experiences, such as the feeling of losing one's femininity. The women cadets told her that they would be more inclined to participate in the Corbin seminar if it were

structured more like the session she had just conducted, that is, as a discussion group for addressing women's common experiences. LTG Palmer said the Corbin Seminar was begun with the first class of women as a support group, necessitated by the absence of upperclass role models. He said as the women moved upward, the Seminar became more informational than supportive in its orientation.

The Board considered a fifth recommendation by Ms. Caldera that USMA assign a senior women officer as liaison between the Superintendent and the Commandant with the special role of advising on women's issues and let this role be known to cadets. Ms. Caldera suggested that the women need an advocate at the senior level to make sure that the existing institutional mechanisms for supporting women work well. Such an advocate, made known to the cadets, would reassure women that they will be heard when necessary. The need for such an advocate was emphasized to Ms. Caldera by the excitement generated among the women by her own visit and discussions. Ms. Caldera urged that this recommendation was probably the most important of all because of the possibility of neglecting women's issues otherwise.

The Superintendent responded that in view of present reorganizational plans not yet completely formulated, the Academy would answer the Board at its December meeting. Ms. Caldera said she was hesitant to have several months pass without action to which General Price and Mr. Fish suggested that actions may have been implemented before the next meeting. The Superintendent said that his actions would be taken before September. Mr. Mounger expressed his reservation about the Board imposing a position in the command structure that would have power over others in command. Ms. Caldera said she interpreted the role as an extra duty, to which Mr. Mounger replied that he agreed with an advisory role. Pending the Academy's response at the December meeting, the recommendation was tabled.

The Board voted to continue Ms. Caldera's authority to study and research the subject of women and minorities at West Point and to report again to the Board at the December meeting.

b. Appointment of Executive Committee. Upon recommendation of the Chairman, the following members of Congress were appointed to the Executive Committee of the Board: Senator D'Amato, Representative Lowery, and Representative Pickett.

c. Report by Congressman Fish on the Status of the Highland Falls/Fort Montgomery School District. Mr. Fish reviewed the problem of supporting the local school district because of the non-taxable Federal property surrounding the school district. He noted that West Point is interested in the solution because

about 200 students at the local high school are children of West Point personnel. The latest difficulty confronting the district is that the Department of Education (DOE) has reassessed downward the value of the Federal properties acquired from the Town of Highland since 1939, resulting in a \$7 million devaluation and a \$200,000 loss in Section 2 funding for the School district. He described this action as extraordinary in that the district is located in the fastest growing part of the state where land values are skyrocketing. He said that the District Superintendent had met with him in Washington and offered evidence to DOE officials of comparable lands valued by the State at much higher levels. Mr. Fish expects a decision from DOE in another month.

d. Report by Congressman Fish on the Status of the Child Care Center Civil Suit. Mr. Fish reviewed the history of investigations into allegations of child abuse in the early 1980's at the West Point Child Care Center. Regarding the status of a civil suit brought by 11 families seeking damages, he noted that under law, assault would normally be a defense against suits brought against the United States. That defense was not accepted by the Federal District Court when it found for the plaintiffs, bringing the matter before the Second Circuit Court of Appeals where appeal will be heard this fall and reported upon to the Board in December. In the meantime, Mr. Fish has prepared legislation to introduce in the event the Second Circuit Court refuses to hear the case. His proposed legislation would not prejudge the outcome of the case but would simply make it possible for the plaintiffs to have their day in court.

e. Report by Congressman Fish on the Status of Appropriations for Construction at West Point. Mr. Fish reported that during the past week the Congress passed an appropriations bill including \$11.4 million for Phase 3 of Academic Modernization and \$14.8 for Modernization of West Point Barracks, subject to authorization. Mr. Fish indicated that the conference committee on the authorization bill is expected to provide the necessary authorization for these projects.

f. Communication from the Secretary of the Army. The Board received through Mr. Hamilton a communication from the Secretary of the Army (enclosure 2) requesting that the Board consider, in light of the coming bicentennial of the Academy's founding, what additional contributions to the nation and the world we might expect from West Point graduates or from the Academy as an institution. The Board chairman responded that the Secretary's request could not be answered at this meeting. Rather, he suggested that the members keep in mind the Secretary's request during subsequent discussions of 2002 long range planning, and that the Board members prepare to take up further consideration of the request in December.

g. Discussion of 2002 long range planning. LTG Palmer introduced the subject of long range planning by comparing West Point's recent history to a ship passing through a storm (the honor scandal of 1977), keeping the ship afloat (during LTG Goodpaster's superintendency), repairing the ship (during LTG Scott's superintendency), and now setting the course for the coming journey during his own tenure. LTC L. R. Donnithorne presented a discussion of long range planning addressing (1) a review of the discussions of the previous board, (2) an overview of planning at the Academy during the modern era, and (3) the ten pieces of the Overarching Concepts which will serve as top-down general guidance for further long range planning. He noted that the previous board had emphasized the Academy's role in producing leaders for war and peace. He described USMA's long range planning as a top-down, bottom-up, top-down procedure, which is currently in the stage of generating the top-down guidance. Last, he described to the Board the statements of the Academy's purpose, mission, and the West Point experience which have been finalized and adopted. He offered to present to the Board in December the remaining five pieces of the Overarching Concepts which will have been finalized by then. Members of the Board who had not heard the briefing by Lieutenant Colonel Kaufman requested that they be provided a review of his comments. LTC Kaufman discussed his views with individual members over lunch, and the Executive Secretary agreed to provide members with a transcript of the earlier briefing. The Board adjourned for lunch in the Cadet Restaurant of Eisenhower Hall.

4. BOARD DISCUSSIONS, CONTINUED. Discussions resumed after lunch with the same members present.

a. Cost/Price/Worth of West Point Analysis. LTG Palmer introduced this subject by pointing out that the time may come when the Academy will be under challenge as too costly or not worth the cost. He has begun a study of the cost, price, and worth of West Point in order to lay a foundation in the present for refuting that argument when it arises in the future. LTC Fagan addressed the Board and pointed out that the cost and price of higher education in America are quite different, the cost being the dollar value of the real resources that are consumed in operating a college, the price being the dollars paid by the consumers to acquire that college education. The large difference between the cost and price is made up by heavy subsidies, either from endowment in private colleges or from taxes in state-supported colleges. Too often the "cost" of West Point is inaptly compared to the "price" of other colleges, suggesting the incorrect conclusion that West Point is vastly more expensive than other colleges. The preliminary conclusion to be drawn from the study is that monetary comparisons of West Point with other colleges must be based upon comparisons of cost

to cost and not cost to price. Once that source of misunderstanding is removed, the study will turn to the still larger question of what is West Point worth. That subject will be discussed by the Board at its December meeting.

b. Discussion of Cadet Schedule. LTG Palmer addressed the Board to present the changes that have been adopted in the cadet schedule. He pointed out that growth over past decades of demands and opportunities offered to cadets have become excessive due to the finite limitations of time. The new cadet schedule provides a structure which disciplines those persons who have authority to tell cadets what to do--teachers, tactical officers, coaches, Superintendent, etc. Other changes in the schedule include a return to mandatory breakfast and adoption of lights out at midnight. Ms. Caldera questioned whether this structure would suit students whose study habits may be unorthodox but still workable. LTG Palmer responded that the USMA mode of instruction--small seminar sections requiring daily preparation and attentive involvement in class, make it important that students get their sleep and prepare regularly.

c. Briefing on Entering Class Cadet Characteristics. Dr. Dick Butler of USMA's Office of Institutional Research presented a briefing comparing students entering West Point currently with cadets who entered in past decades and comparing with students entering other colleges. The topics addressed included the percentage of women in the class, racial background, political views, religious preferences, high school grades, academic achievement goals, reasons for selecting West Point, self-assessments on personal traits, personal objectives, and opinions on current issues. Trends of change include increasing numbers of women and minority racial groups, increasing numbers of Catholics, higher grades in high school, and higher self-assessments of personal traits. Mr. Bayer observed that the students are increasingly talented and also increasingly self-oriented (less of a community orientation) in their personal objectives. It could be coincidental, he suggested, or it may be a reflection of a phenomenon observed in some medical schools that extremely talented students may not be the best suited group for professions involving service to others. Ms. Caldera asked whether exit surveys have been given to determine how attitudes may have changed over the four year cadet experience. Dr. Butler said that the results of some followup surveys have given mixed results.

d. Briefing on Tactical Officer Career Patterns. Lieutenant Colonel Fred Johnson, USMA's Special Assistant to the Commandant for Plans and Programs, presented a briefing addressing the role of the tactical officer (TAC) and their career patterns. Most TACs have at least seven years of service and have completed qualification in their initial branch of service. TAC selectees

are typically graduates of both USMA and of other colleges, with USMA graduates a slight majority, though source of commissioning is not a consideration in selection. All have completed one year of graduate schooling in disciplines such as counseling, personnel management, etc, followed by assignment to USMA for three or four years. The roles of the TAC include commander of the cadet company, counselor, teacher, disciplinarian, and role model. Most TACs are officers who have sought the position by personal inquiries. Following assignments at West Point, most TACs go either to one of the staff colleges or to duties with troop units. Mr. Bayer asked whether duty as a TAC is helpful or hurtful to an officer's career. Lieutenant Colonel Johnson observed that selections for promotions and schooling suggest that assignment at USMA does not hurt an officer, though some officers believe differently. Brigadier General Price remarked that some officers perceive that those officers who do not spend five years preparing for and serving at West Point are able to engage in other duties that are more directly beneficial to their career than the West Point duty.

e. Agenda and Other Plans for the December Meeting.

(1) The Board members reviewed the schedule for the December meeting, originally planned for December 2-4, because only one-half day would be available on both the 2nd and 4th of December. It was proposed and accepted that the Board would arrive on Tuesday, December 1, 1987, to give a full working day on Wednesday, December 2. Board events will include participation in the cadets' Army-Navy rally on December 2, dinner at the Superintendent's quarters on the 3rd, and movement to Philadelphia on the 4th.

(2) The Chairman noted that the revised agenda for the December meeting will include the following items:

A continuation report from Ms. Caldera on women and minorities at West Point, including the USMA response to the tabled fifth recommendation

A continuation report from Mr. Fish on the impact of federal reassessment on the Highland Falls school district and child care center suit

Further discussion of 2002 long range planning, including an initial response to the Secretary of the Army's communication.

Further discussion of the cost, price, and worth of West Point

An information briefing on the cadet honor code and system, the nature of the system (absent card, etc.), the influence of the Code on graduates and how graduates perceive its value

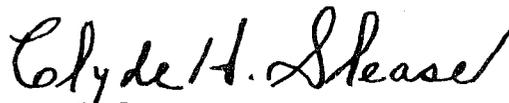
A followup information briefing on cadet pay

A report on cadet appreciation of the Constitution

(3) In anticipation of writing the Annual Report of the Board, Mr. Slease asked Mr. Mounger and Mr. Grebe to think in advance about writing the portion of the report addressing the cost/price/worth of West Point and the long range planning. Ms. Caldera will write the section regarding her reports. Mr. Bayer and BG Price will prepare entering class characteristics, career paths of TACs, cadet pay, and cadet schedule. The chairman will write the recommendations and conclusions. Some portions of the report (such as cadet honor code and system) are not yet assigned.

4. ADJOURNMENT. At 4:30 PM, Mr. Slease adjourned the meeting of the Board until December 2, 1987. The business meeting was followed by a dinner cruise on the Superintendent's ferry boat.


L. R. Donnithorne
Lieutenant Colonel, EN
Executive Secretary
USMA Board of Visitors


Clyde H. Slease
Chairman
1987 Board of Visitors

Enclosures



SECRETARY OF THE ARMY
WASHINGTON

16 July 1987

Mr. Clyde H. Slease
Chairman, Board of Visitors
United States Military Academy
West Point, New York 10996

Dear Mr. Slease:

The United States Military Academy will celebrate the Bicentennial of its founding in the year 2002. I know that the Board of Visitors and the Academy already have begun to focus on long range planning that will underscore the future posture of the Academy. I am writing to request that in doing this the Board take a very broad look at contributions the Academy and it's graduates have made, and might make, to our Nation.

It is clear there is a linkage between the establishment of West Point and another event which we shall celebrate on 17 September of this year. Of course, that event is the Bicentennial of the signing of the Constitution. In many ways, the Bicentennial of the founding of the United States Military Academy could be a highlight in the various bicentennials related to the birth of our Republic that we shall observe over the next several years.

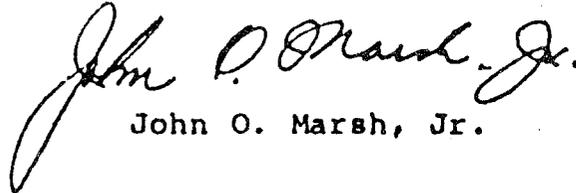
Recall that in the past, in addition to military leadership, West Point graduates built our railroads, chartered our lands, plotted the navigation of our rivers, and protected the wagon trains as they moved West. Prior to joining the Union, the states were in territorial status with the Army playing a unique role in assisting in the process of governance. Consequently, West Point graduates set their stamp of duty, honor, country on the fabric of our young Nation.

As we approach the end of the second millennium, it would be very appropriate to consider what additional contributions to the Nation and the world we might expect from West Point graduates, or perhaps the Academy as an

Enclosure 2

institution. I realize that this is a very open charter but would like to take advantage of the wisdom and enthusiasm of the Board to search out possibilities that those of us more directly associated with the Army might not perceive.

Sincerely,

A handwritten signature in cursive script that reads "John O. Marsh, Jr." The signature is written in dark ink and is positioned above the printed name.

John O. Marsh, Jr.

SUMMARIZED MINUTES
1987 USMA BOARD OF VISITORS
ANNUAL MEETING
DECEMBER 2-4, 1987
WEST POINT, NEW YORK

1. CONVENING OF THE BOARD. After welcoming those present, the chairman, Mr. Slease, opened the annual meeting of the Board of Visitors at 9:15 AM on December 2, 1987 in the Thayer Award Room, Building 600, West Point, New York. Colonel Donnithorne, the executive secretary of the Board, noted for the record the presence of the following members of the Board: Mr. Slease, Mr. Grebe, and Mr. Mounger, later joined by Mr. Bayer (at 1:00 PM). USMA personnel present were LTG Palmer, BG Gorden, Mr. Konecny (Public Affairs), LTC Toffler and Dr. Priest (Institutional Research), MAJ Reyna (Staff Judge Advocate), and MAJ Stone (Office of Commandant). A representative of the Middletown Times-Herald Record, Ms. Saroya Sarhaddi, was present as well. Mr. Milton Hamilton, executive assistant to the Secretary of the Army, joined the meeting in progress at 10:00 AM. As the first matter of business, the proposed agenda (enclosure 1) was accepted and approved. The Board then turned to the first item on that agenda for discussion.

2. BOARD DISCUSSIONS.

a. The Honor Code and System. MAJ Greg Stone, the Special Assistant to the Commandant for Honor (SACH), presented a briefing to the Board in which he described his duties and responsibilities as the SACH, the honor code and its tenets, the honor system, the instruction of cadets in honor matters, the composition and role of the Cadet Honor Committee, the investigative procedures used by cadets in investigating potential offenses of cadets, and the role of the Superintendent's Honor Review Committee.

In the discussion, LTG Palmer made the point that though the honor code belongs to the cadets, it belongs to more than this generation of cadets alone. He said he has told the cadets that the code is theirs to administer but that their ownership of and deep interest in the code will not end when their cadetship ends.

Mr. Mounger asked how much of the SACH's time is spent on honor. MAJ Stone said his duties are full-time. Mr. Grebe asked if this was MAJ Stone's first duty assignment at West Point. He responded that he served as a tactical officer for one year before assuming the SACH position. Members asked several questions regarding interpretations of the code--what constitutes a violation and what does not. Mr. Slease observed

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that the honor system at his college applied only to examinations, while the glory of the cadet honor code, he said, was that it applied to all aspects of cadet life. MAJ Stone agreed that was the extent of the honor code. He noted that its administration has not been extended to apply to highly personal relationships (parental and romantic, for example). Mr. Mounger said that when he was a cadet, hotel room stacking would not have been a violation of the code, but may be now. MAJ Stone said it was doubtful at the present time that the honor committee would extend its administrative reach to such situations. LTG Palmer noted that the historical development of the system has been one in which the reach of the honor code was extended further and further beyond West Point and further into personal affairs. He said the pattern has been reversed in recent years in order to bring the reach of the code back to more reasonable limits.

Mr. Slease inquired about the length of the investigative process. He felt that the 15 days used for the initial investigation was too long. BG Gorden mentioned that the cadet who does the investigation does so in addition to his other cadet activities. Mr. Mounger inquired about whether the present Superintendent had found occasion to overrule an honor committee decision. LTG Palmer said he had granted discretion several times. He recalled one case in which additional information had come to light after the Honor Committee's decision. In that case, rather than grant discretion, he reversed the decision. He said that before taking action on any honor case that reaches him, he always interviews the involved cadet. MAJ Stone said that discretion does not imply that the cadet has not violated the honor code, rather that the cadet is given a second chance. He said that on average discretion is granted four times per year.

At the conclusion of MAJ Stone's presentation, Mr. Mounger recommended that the same briefing or a summary of it be presented to each new Board of Visitors. Mr. Slease asked Dr. Priest about the 60 days used in completing honor investigations. Dr. Priest said that cadets have indicated in surveys that they favor quality over quickness in the investigative procedure. LTG Palmer confirmed that was his impression as well.

b. The Impact of the Honor Code upon USMA Graduates.
Dr. Bob Priest of the USMA Office of Institutional Research presented a briefing to the Board informing them of four studies that address indirectly the question of the impact of the Honor Code and the USMA experience upon the character and integrity of the graduates. The first study verified that USMA graduates value honor highly, as do officers from other commissioning sources. The differences among commissioning source groups were not significant. The second study suggested that USMA graduates

and those of other commissioning sources had similar beliefs about the applicability of honor standards to the roles of Army officers.

The third study suggested that USMA graduates appear to be somewhat less cynical (more trustful) than non-USMA graduates. Mr. Grebe asked about the validity of the data because of the difficulty of getting true answers regarding morals and whether the results of the studies could be attributed to the greater amount of thought that cadets have devoted to the topic. Dr. Priest said the latter hypothesis may be true. He has noted that maturity of the cadet respondent is a factor in honor surveys given to cadets. He acknowledged the need for some informed skepticism in dealing with survey data on honor and said that researchers attempt to deal with the problem by asking the same questions in multiple forms. The third study also showed that USMA graduates feel well-prepared for the moral/ethical demands of their Army assignments.

The fourth study dealt with ratings rendered by company and battalion commanders evaluating their platoon leaders in groups consisting of those from each of the three commissioning sources. The study showed that the commanders from USMA tended to value integrity and character as the most important attributes for a platoon leader more than the commanders from other sources. The platoon leaders from all commissioning sources were rated as outstanding or superior on the attributes of integrity and character, but the USMA graduates were rated slightly higher on these attributes and were so rated by the commanders from all three commissioning sources. Mr. Slease observed that the data provided in the fourth study was the first to really show a spread or a difference between the USMA graduates and others.

3. LUNCH. The members of the Board and Mr. Hamilton viewed a cadet rally in the front of the Cadet Mess and then ate lunch with cadet hosts from their home states in the Mess.

4. BOARD DISCUSSIONS (CONTINUED).

a. The Price/Cost/Worth of West Point. The Board had received a briefing by LTC Fagan on the price/cost/worth of West Point during its summer meeting. He extended those previous discussions by presenting a briefing addressing the cost effectiveness of West Point in comparison to ROTC. He began by comparing the costs per graduate of USMA and ROTC, which are \$191,000 and \$183,000, respectively. The latter cost is calculated as follows: the cost per graduate of running a college, without tuition in the figure, is \$103,000. For ROTC, the Army pays tuition (\$14,000) plus other ROTC overhead costs (\$56,000) constituting a total of \$183,000 per graduate.

He turned to the Army's officer needs, starting with a data display of the Army officer inventory, guiding the Board through a number of pages of data handed to each member (enclosure 2). Using the field artillery as an example, he pointed out the numbers of officers serving in their first year of service in field artillery and in later years of service and higher grades. Based on these numbers of officers in the Army by year of service, one can calculate the retention rates and flow rates of officers through the Army. For example, 74% of USMA graduates are in the Army at the end of the 6th year of service and 56% of ROTC graduates are in the Army at the end the 6th year of service. In the 20th year of service, 36% of USMA are still in the Army and 25% of ROTC. From here one can begin to compare productive years of service one obtains from each commissioning source per officer graduate and relative rates of return or cost effectiveness. The answer depends on the year at which one calculates. At the 6th year, the USMA graduates each provide about 13-14% more man years service than ROTC; while at year 30, the USMA graduate provides 26% more man years, when calculated using the retention rates experienced in FY86 and 87. Since the cost per graduate of USMA is only 4% greater than ROTC but the acquired man years are 26% greater, USMA appears to be cost-effective to the nation, without consideration of relative quality of the officers.

LTC Fagan then turned to distinctive differences between ROTC and USMA. He noted that of the 974,000 college graduates in the United States each year, about 17% obtain degrees in engineering and 3% in physical sciences. The Army recognizes its needs for technically capable officers in the future and has set a goal of having a technical background in at least 40% of the officers in the grade of lieutenant-colonel at year of service 19. Looking at the most recent USMA class, that of 1987, he noted that one-half of the class completed studies in engineering or physical sciences. Of the 201 USMA graduates who went into the field artillery, 56 were engineers and 19 physical scientists. Of this year's 3,023 ROTC active duty commissions, 355 went into the field artillery, of whom 17 had engineering degrees and 30 had physical science degrees. The engineers from ROTC go primarily into the Signal Corps and the Corps of Engineers. Therefore, a larger absolute number and much larger percentage of officers entering the field artillery with technical backgrounds came from USMA.

Of this year's 3,023 ROTC active duty commissions, 1718 had scholarships and 1305 did not. The mean SAT scores for those ROTC cadets who were rank-ordered by the Army for consideration for active duty (probably the more select group) was 1030 total. Mean SAT scores at USMA for this year were 570 verbal and 640 math or total of 1210. West Pointers are typically compared to

the ROTC 4-year scholarship cadets who had mean SAT scores of 1177. However, of the 3,023 ROTC active duty commissions, only 550 had 4-year scholarships and most of them did not major in engineering. Based on these indicators, LTC Fagan suggested one might conclude that these are quite different commissioning sources serving quite different purposes.

The hypothesis then proposed by LTC Fagan was that when this year's cohort of new officers reaches the 19th year of service, when 75% of the officers will be serving in their secondary specialties (many of which require technical backgrounds), more of the combat arms officers with physical science and engineering backgrounds will have come from USMA than ROTC. If one links together the commissioning sources, the types of degrees, and the continuation rates for officers in the Army, then one can project into the future the retention of the 1987 lieutenants using FY 1986 and 1987 retention rates to get an idea of the mix of lieutenant-colonels by background in the year 2006. Conclusion: More of the Army's lieutenant-colonels having both combat arms experience and a technical background in 2006 will have come from USMA than ROTC; thus, an important Army objective is being well-served by USMA.

At the end of LTC Fagan's briefing, the chairman invited Board members to comment or ask questions. Mr. Bayer observed that there is a dramatic difference in the young man who enters the infantry from USMA in contrast to the ROTC product. Clearly, he said, the technical officers from the ROTC program rarely see infantry as a branch of first choice. Second, he said, when you combine the lower retention rates for ROTC officers with the nearly equal costs (\$183,000 versus \$191,000) to determine the cost per year of productive service, then West Point becomes a bargain.

In response to a question, LTC Fagan explained the man-years calculation he did in determining the ROTC cost. There are 9000 officers each year from ROTC who attempt to go on active duty. 3000 are picked for active duty and 1000 enter guard or reserve units, the remainder going into inactive reserve. His cost per graduate was based on the total man-years obtained from ROTC using a partial contribution for the non-active duty graduates.

Mr. Slease asked who may be raising questions about cost/price/worth. LTG Palmer said occasionally a Congressman may raise the question, perhaps prompted by the comments in the Armed Forces Journal a few years ago. He said that he was studying this topic now so that if the challenge is raised in the future, it can be answered in a dispassionate way that is not defensive and emotional. LTG Palmer pointed out that this

study was initiated concurrently with a study in TRADOC and Cadet Command. In support of that study, General Thurman of TRADOC had requested analytical assistance from the econometrics cell at West Point. That enabled LTC Fagan to consider some data beyond West Point. LTG Palmer said that he does not want to appear to be attacking ROTC. Quite the contrary, he said, the country needs a great ROTC program and a great West Point program.

b. Cadet Appreciation of the Constitution. Colonel Hunt, the Head-designate of the USMA Department of Law, briefed the Board on the several ways in which cadet appreciation of the Constitution develops over the four year cadet experience. He addressed three primary sources of that development, as follows: the academic program, extracurricular activities, and some intangibles. His briefing was presented to the Board also in written form as a five page brief handed to each member (enclosure 3). Also, a notebook with full documentation of the briefing was given to Congressman Pickett, who had raised the question initially. For further description of the content of Colonel Hunt's briefing, see enclosure 3.

c. Review of Cadet Pay. LTC Throckmorton, the USMA Treasurer, updated the Board on the subject of cadet pay, following up on the Board's discussion of this subject one year earlier. He addressed the sources and uses of funds for cadets, some trends in their funding, and current developments in cadet pay. Cadets receive, he said, a subsistence pay (used to finance the Cadet Mess operation) and a base pay of \$494.40 which is deposited to their cadet account for cadet expenses such as taxes, insurance, student needs (e.g., computer), cadet needs (uniforms), and precommissioning expenses (officer uniforms). The remainder of the cadet's pay is deposited into a checking account for their personal expenses. The share of the cadet pay that goes toward personal expenses has remained fairly constant over recent years. Whether the amount left for personal expenses is adequate can only be surmised from some indirect indicators. The rate of bad check violations and requests for financial assistance by cadets have remained constant over recent years.

Mr. Slease said that he considered the rate at which cadets carry over credit card balances from month to month to be alarming. Mr. Bayer agreed, observing that many were carrying credit balances equal to three-fifths or more of their monthly income. The figures presented by LTC Throckmorton suggested that 46% of the upper classes have credit balances more than \$300. Mr. Bayer recalled earlier discussions about student autonomy and discretion at West Point and pointed out that

though the credit card presents a risk to some cadets, it is also a classic preparation for the real world and offers opportunities for learning.

LTC Throckmorton noted that cadets participated in the last Department of Defense (DOD) pay increase because a line for cadets was entered into the DOD pay submission. He said that the procedure has been repeated again this year and cadets will participate. If cadets continue to get these annual increases, then we see no need to alter the level of cadet pay. Mr. Slease reminded the Board of their conclusion of a year earlier that the Secretary of Defense should direct the three Superintendents to study the possibility of linking cadet pay to armed forces pay generally in a way that would preclude their being omitted from pay increases. Mr. Bayer and Mr. Grebe said they are essentially satisfied that cadets are paid adequately. LTG Palmer noted that the study by the Superintendents suggested by the Board had not occurred. He said he would like to see that occur.

d. Postponement of Discussion of a Fact Sheet on Women's Issues. Mr. Slease announced that in light of the unfortunate illness that prevented Ms. Caldera from attending the Board meeting, the discussion of the fact sheet on women's issues prepared by the Commandant would be postponed to the 1988 Board.

e. Academy's Responses to the 1986 Board's Recommendations. Colonel Donnithorne presented to the Board the proposed Academy responses to the 1986 report. The final responses are shown in appendix 1. Mr. Slease recommended and Colonel Donnithorne agreed that a comment should be added to the response on cadet pay to acknowledge that the study suggested by the 1986 Board had not been conducted. Mr. Slease suggested the Board consider rewording that recommendation this year so as to be more likely to spur action in the coming year. Otherwise, the USMA responses were accepted by the Board as submitted.

5. VISIT TO THE BRIGADE FOOTBALL CHAMPIONSHIP GAME. Following the afternoon discussions, the Board attended the Brigade intramural football championship game at Daly field, arriving at approximately 4:30 PM and departing to Hotel Thayer at 5:00 PM.

6. DINNER. At approximately 5:30 PM, the members of the Board and their spouses gathered with members of the staff and faculty of USMA for a buffet dinner in the Crest Room of the Hotel Thayer. Following dinner, members attended the Army men's basketball game in the Multipurpose Sports Facility.

7. BOARD DISCUSSIONS. The Board reconvened at 9:00 AM on December 3, 1987, to continue discussions. The members present were Mr. Slease, Mr. Mounger, Mr. Grebe, and Mr. Bayer, joined by Mr. Hamilton, LTG Palmer, BG Gorden, and Colonel Donnithorne.

Two members of the press were present: Mr. Tim McGlone of Newburgh Evening News and Ms. Saroya Sarhaddi of Middletown Times Herald-Record. Mr. Slease opened the session observing that the USA Today had recently published a list of the choosiest colleges in America and that USMA was listed number one. He invited the Superintendent to comment. LTG Palmer said he is extremely pleased to be included in such a distinguished group. He said the colleges considered by the newspaper are those that accept less than half of those who apply and have SAT average score for the entering class of 1200 or higher.

Mr. Slease invited members to offer observations they made during lunch with cadets the previous day. Mr. Mounger said his cadet hosts complained of having too much to do and not enough time or evening lights in which to do their work. Mr. Grebe said his hosts were interested in knowing what the Board does. On the subject of the cadet schedule, he said the opinions were mixed. Mr. Slease asked the cadets seated at his table several questions. First, how was their morale? They replied that it was not as high as in previous years due to compulsory breakfast and lights out. He asked them if they would do it again. Their answer was that they are very anxious to get their commission. Will they make the Army a career? They said it depends on what happens in the first five years.

a. Long Range Planning. Colonel Donnithorne, who serves as the Superintendent's Special Assistant for Strategic Planning, briefed the Board on three subjects: (1) the Project 2002 long range planning, (2) the plan to conduct graduate education at USMA, and (3) the idea of the Institute for American Leadership at West Point. Regarding long range planning, he suggested that USMA conducts planning at four levels, of which the highest level is the strategic level planning, which has been ongoing in the past year and one-half. The strategic plan will constitute the Superintendent's guidance to the subordinate levels for their planning and will be comprised of the nine concepts presently described as the overarching concepts. The drafts of the overarching concepts were provided to the Board prior to their arrival for their review.

The second subject, the graduate school at USMA, is called the Fellowship in Leader Development. It will provide graduate work in leader development to tactical officers. It will be an accredited, degree-granting program, to be tested at a pilot level in the academic year '88-'89. If the pilot is successful, then the program will be expanded to educate 15 officers per year. Mr. Grebe asked how long tactical officers had been attending graduate school. Colonel Donnithorne replied that it began in 1977 as a follow-on to the honor scandal as a way to provide educational background to tactical officers equal to that of the faculty. Mr. Bayer commented upon the value of tactical officers experiencing educational environments other

than West Point. He suggested that loss of that outside perspective for a West Point graduate would be a cost of this program. LTG Palmer observed that the program would be an advantage to the tactical officers whose undergraduate experience was at schools other than USMA because they have knowledge of other schools but not of West Point. He agreed that what is an advantage to them may be a disadvantage for West Point graduates.

The third subject, the Institute for American Leadership at West Point, was described by Colonel Donnithorne as an idea involving USMA graduates, perhaps in concert with others, in a totally private undertaking. The objective would be to facilitate the formation of some yet to-be-described organizational entity to promote moral/ethical leadership in the public and private sectors on a scale broader than West Pointers have done in the past. The idea originated with LTG Palmer but has been passed by him to the Association of Graduates, USMA (AOG), and its president, General (retired) Michael Davison. Colonel Donnithorne described the Institute using excerpts of a briefing originated by a Washington consulting firm, the McManis Associates. Whether the Institute may be located at or near West Point remains to be determined. Similarly, whether anything comes of the Institute idea depends on the decisions of the AOG. The president of the AOG is presently studying the idea and will report back to his Board of Trustees in February, 1988.

Mr. Slease invited comments on the Institute first from BG Gorden and BG Flint. BG Gorden said he felt there was a need but he was sensitive to the danger of West Point appearing presumptuous. BG Flint said he favors the idea of the Institute, especially if associated with a broad base of sponsorship to protect the Institute from becoming dominated by a particular political viewpoint.

Mr. Slease said that as he outlined the Superintendent's letter describing the Institute, his first reaction was the problem of civilian fear of the military. That fear would be heightened by locating the Institute at West Point. Mr. Mounger said he agreed with BG Flint and that he felt the Institute may stretch the ability of the Academy to tend to its primary mission.

Mr. Grebe asked whether the Secretary of the Army was suggesting that USMA undertake new tasks beyond its traditionally-accepted primary mission. He agreed that there is probably a need for an Institute but he felt USMA should proceed with caution because of the danger of sounding too preachy. He favored the consortium idea and said that he believes there are enormous potentials for fund-raising in this area, volunteering to assist personally if asked. Mr. Grebe mentioned two institutes of public affairs in the midwest--the LaFollette

Institute at the University of Wisconsin and the Humphrey Institute at the University of Minnesota. He said he had seen proposals both had submitted to fund similar programs. They generally were looking at narrow pieces of the problem whereas this idea has much broader focus on leadership throughout several sectors.

Mr. Bayer said he thinks this idea has enormous merit. There is concern, he said, about being preachy, but West Point is a distinct place. There is no other institution in the country having a byline of duty, honor, country or anything approaching it. If West Point moves slowly and methodically, it will find itself, he believes, invited to be a small part of an overall solution. This thing will exist someplace, done on a large scale. He said that CSIS was run out of Georgetown University because they had people doing foreign policy without academic training in that area, people having only experience, such as secretary of defense or secretary of state. That problem will arise if this Institute is located at an academic institution. Aside from this governance problem, there will be the danger of it getting too abstract and thus too preachy and thus irrelevant. The cusp of the problem is whether to proceed or to wait until invited. He said he thinks this is an enormously useful enterprise but it will be a fragile opportunity.

Mr. Hamilton said he wanted to make it clear that the Secretary of the Army in no way meant to subordinate the current mission of the Military Academy, which is to produce leaders for the Army, by any thoughts he had in writing his letter to the Board [see Appendix 3, enclosure 2, of this report]. Rather, he was asking how we can reinforce what has already been done. Being a historian and aware of the many varied contributions West Pointers have made to the development of the country in the past, the Secretary was asking how can we capitalize on this precious commodity even more? Mr. Hamilton said that what we are talking about [the Institute] would not be in conflict with what he [the Secretary] has in mind. He said he thought that very early on we would want to get briefings and a sensing from the armed services committees in Congress. We would not want to jeopardize their view of West Point's involvement. We would want to maintain that difference between West Point and the Academy. Like General Flint, he said, he could see a lot of positive things flowing out of something like this if it were located in proximity to the Academy. But, the Secretary does not want to demean or damage the way the Academy is operating now or its primary purpose. He did not have that in mind when he wrote the Board.

Mr. Slease suggested that the Board owed the Secretary of the Army an initial response and offered his proposed draft of a letter to be sent from the Board to the Secretary. [The Board

later adopted Mr. Slease' proposed letter without significant change. A copy of the final letter is at enclosure 4.] Mr. Bayer asked whether the Academy's full plate accomplishing its primary mission was consistent with promoting the Institute through the AOG. LTG Palmer replied that the Institute would be independent of the Academy's resources but would be physically located close enough for USMA's programs to be enriched by the Institute. Mr. Bayer offered a summary of LTG Palmer's comment by saying that the Institute would enhance USMA's ability to perform its primary mission, not detract from it.

Mr. Slease closed the morning session by announcing that the Board had completed its discussions for the day and would be engaged in working sessions formulating its report during the afternoon.

8. LUNCH. The Board members and their spouses were guests at the Quarterback Luncheon at the West Point Officers Club.

9. REPORT PREPARATION. Following lunch, the Board members gathered in the Thayer Award Room and worked individually or in pairs on the contents of the Board's 1987 report. That working session was concluded at 4:40 PM.

10. ATHLETIC EVENTS, DINNER, AND RALLY. Following the working session, the members attended the Army women's basketball game and the Army wrestling match in the Cadet Gymnasium. They moved from the Gymnasium to the Superintendent's quarters for a buffet dinner with selected members of the staff and faculty. After dinner, LTG Palmer noted the distinguished service rendered to the Board by its chairman, Mr. Slease, and by Mr. Grebe during their three year appointments now expiring. He noted that Mr. Slease was completing an unprecedented second term of service on the Board, compiling a record of six consecutive years of association with the United States Military Academy. Both members were presented with framed pictures of West Point as mementos of their service. Following these presentations and remarks, the members and spouses moved to Clinton field for the traditional Navy football game rally.

11. CONCLUSION OF THE ANNUAL MEETING.

a. Board Discussion. On Friday, December 4, the Board reconvened in the Thayer Award Room at 9:00 AM. Members present for this session were Mr. Slease, Mr. Grebe, Mr. Mounger, Mr. Bayer, Congressman Fish and Congressman Pickett, constituting a quorum. Also present were LTG Palmer, BG Flint, Mr. Konecny (PAO), a representative of the Middletown Times-Herald Record, Ms. Saroya Sarhaddi, Mr. Milton Hamilton, and Colonel Donnithorne. Mr. Slease invited Mr. Fish to address the Board

regarding the topics raised during the summer meeting: the status of the school district, the status of West Point's military construction appropriations, and the child care center [see Appendix 3 for a summary of the earlier discussions].

Mr. Fish said that since the last meeting the school district has been denied a revaluation of the property in its tax base by the Department of Education (DOE). The district has asked DOE for the opportunity to submit further information for reconsideration. If that fails, then Mr. Fish's office has advised the district to challenge the ruling before the administrative law judge within DOE.

On a second topic, Mr. Fish said that two facilities appropriations for USMA--Academic Facility Modernization phase III (\$11.4 million) and Barracks Modernization (\$14.8 million)--should be forthcoming so long as the Congress passes into law the budget summit agreement, but if that fails and Congress falls back on Gramm-Rudman, then USMA would get only one of the projects this year.

On a third subject, the childcare center, Mr. Fish said he had been briefed by a Department of Defense official on the task force that was being set up to visit over one hundred child development centers that the Army runs. The official had made Presidio of San Francisco number one on that inspection list and agreed to make West Point either number 2 or 3. He said the Army had responded quickly and responsibly, but he thought it wise to put West Point at the top of the list simply because the Presidio news had made everyone in this area conscious once again of the issue.

LTG Palmer expressed his gratitude to Mr. Fish for the assistance that he was rendering on the school district's efforts and the construction appropriations. He also expressed his welcoming of the visit of the child development inspection team. He thinks they will give USMA a ringing endorsement of what is being done.

Mr. Pickett informed the Board that a panel had been created in the Armed Services Committee of the House, chaired by Mr. Ike Skelton of Missouri, to look at professional military education. He said it would not concentrate on the USMA level of military education but rather on the adequacy of professional military education beyond the basic level to prepare national strategists. Nevertheless, he said, the panel will include in its work a look at the starting point of military education.

b. Approval of and Signing the Report. The chairman invited each of the members to review in turn the sections of the draft 1987 report of the Board. Each subparagraph of paragraph 8 was considered individually, accepted, and approved,

with and without modifications, by voice vote of the members, with one exception. Mr. Bayer offered an alternative draft of the subparagraph regarding the cost/price/worth of West Point. After discussion of the two alternatives, the chairman asked the executive secretary to revise the wording and circulate copies for approval to Mr. Grebe, Mr. Mounger, and Mr. Bayer as well as the chairman. Finally, the Board approved the annual report as so far written and as to be corrected. After approval, the members signed the report.

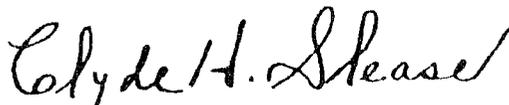
c. Ad Hoc Committee Appointed. In the course of discussing the report, the Board engaged in extended discussions of a means to gain appointments to the Board of of Visitors of members of Congress who are interested in USMA and able to serve on the Board. At the conclusion, the chairman appointed an Ad Hoc Committee consisting of Mr. Fish, Mr. Pickett, Mr. Hamilton, and LTC Joe Austin (from the Office of the Chief of Legislative Liaison) to consult with leadership in the Congress and Department of Defense regarding support for a change to the legislation establishing the composition of the Board.

d. Reply to the Secretary of the Army. The initial reply from the Board to the Secretary of the Army, proposed by the chairman, was reviewed and accepted by the Board [enclosure 4].

e. Concluding Remarks. Mr. Slease thanked the Superintendent for his cooperation and that of his staff and thanked Mr. Hamilton for the support of the Secretary of the Army. Mr. Slease said that as his last official act, he was appointing Mr. Mounger to serve as acting chairman through the organizational meeting to be held next spring. Mr. Fish asked to be recognized and commented upon the unprecedented tenure of service that Mr. Slease was completing and the extraordinary quality of the service he had rendered to the Board. LTG Palmer asked to be recognized and echoed the laudatory remarks expressed by Mr. Fish regarding Mr. Slease. Mr. Mounger asked to be recognized and commented upon the great pleasure he had derived from his acquaintance with the chairman and his spouse. Mr. Slease thanked everyone for their remarks and adjourned the annual meeting of the 1987 Board of Visitors at 11:00 AM.



LARRY R. DONNITHORNE
Colonel, Corps of Engineers
Executive Secretary
USMA Board of Visitors



CLYDE H. SLEASE
Chairman
1987 Board of Visitors

Enclosures

PROPOSED AGENDA
ANNUAL MEETING, USMA BOARD OF VISITORS
1-4 DECEMBER 1987

Tuesday, 1 December

Arrival at West Point

Wednesday, 2 December

- * 0900 Board Discussions (Thayer Award Room)
● Cadet Honor Code and System (Commandant)
● Cadet Honor Code (Institutional Research)
- 1130 Lunch (Cadet Mess)
- * 1230 Board Discussions (Thayer Award Room)
● Price/Cost/Worth of West Point
● Cadet Pay
● Cadet Appreciation of the Constitution
● Consideration of fact sheet on Women's Issues
- 1630 Brigade Intramural Football Championship
- * 1730 Dinner (Hotel Thayer)
- 1930 Basketball Game (Sports Complex)

Thursday, 3 December

- * 0900 Board Discussions (Thayer Award Room)
● 2002 Long Range Planning
● Reply to ltr from the Secretary of the Army
- 1200 Lunch (Quarterback Luncheon, O Club)
- 1300 Board Discussions (Thayer Award Room)
● Draft Conclusions and Recommendations for 1987 Report
- 1630 Women's Basketball Game/Wrestling
- * 1730 Dinner (Quarters 100)
- * 1930 Army/Navy Rally

Friday, 4 December

- 0900 Consideration of Draft 1987 BOV Report
(Thayer Award Room)
- 1200 Departure

*Superintendent's Attendance Planned

Enclosure 1

COST, PRICE AND WORTH OF WEST POINT

Presented to the Board of Visitors

2 December 1987

Thomas W. Fagan
Lieutenant Colonel
United States Army
Associate Professor of Economics

Enclosure 2

ECONOMIC COST PER LIEUTENANT

WEST POINT

CADET COMMAND (ROTC)

\$ 191,000

\$ 183,000

\$103,000
College
Costs
\$ 14,000
Tuition
\$ 66,000
Other
ROTC

FEDERAL BUDGET AND ARMY BUDGET COSTS PER LIEUTENANT

WEST POINT

CADET COMMAND (ROTC)

\$ 191,000

\$ 80,000

Officer Inventory as of 30Sep87
Field Artillery

VRS	Caucasian		Minority		LTC	MAJ	CPT	1LT	2LT	CWA	CW3	CW2	WC	DIRECT	Source of Commission				UNK-OTH
	MALE	FEM	MALE	FEM											GEN	COL	CDL	OC	
1	499	267	120	7	0	0	0	9	430	0	0	0	0	0	204	330	104	0	0
2	393	207	157	18	0	0	0	139	57	0	0	0	0	0	300	193	100	0	0
3	301	133	114	3	0	0	0	100	100	0	0	0	0	0	172	130	100	0	0
4	237	103	103	3	0	0	0	100	100	0	0	0	0	0	100	100	100	0	0
5	485	240	103	1	0	0	0	100	100	0	0	0	0	0	100	100	100	0	0
6	345	305	103	5	0	0	0	100	100	0	0	0	0	0	100	100	100	0	0
7	351	305	103	1	0	0	0	100	100	0	0	0	0	0	100	100	100	0	0
8	405	337	103	2	0	0	0	100	100	0	0	0	0	0	100	100	100	0	0
9	314	337	103	1	0	0	0	100	100	0	0	0	0	0	100	100	100	0	0
10	230	251	103	1	0	0	0	100	100	0	0	0	0	0	100	100	100	0	0
11	234	230	103	0	0	0	0	100	100	0	0	0	0	0	100	100	100	0	0
12	221	208	103	0	0	0	0	100	100	0	0	0	0	0	100	100	100	0	0
13	203	185	103	0	0	0	0	100	100	0	0	0	0	0	100	100	100	0	0
14	205	200	103	0	0	0	0	100	100	0	0	0	0	0	100	100	100	0	0
15	196	180	103	0	0	0	0	100	100	0	0	0	0	0	100	100	100	0	0
16	181	172	103	0	0	0	0	100	100	0	0	0	0	0	100	100	100	0	0
17	184	172	103	0	0	0	0	100	100	0	0	0	0	0	100	100	100	0	0
18	191	184	103	0	0	0	0	100	100	0	0	0	0	0	100	100	100	0	0
19	191	184	103	0	0	0	0	100	100	0	0	0	0	0	100	100	100	0	0
20	188	179	103	0	0	0	0	100	100	0	0	0	0	0	100	100	100	0	0
21	188	187	103	0	0	0	0	100	100	0	0	0	0	0	100	100	100	0	0
22	188	187	103	0	0	0	0	100	100	0	0	0	0	0	100	100	100	0	0
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50	188	187	103	0	0	0	0	100	100	0	0	0	0	0	100	100	100	0	0
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58	188	187	103	0	0	0	0	100	100	0	0	0	0	0	100	100	100	0	0
59	188	187	103	0	0	0	0	100	100	0	0	0	0	0	100	100	100	0	0
60	188	187	103	0	0	0	0	100	100	0	0	0	0	0	100	100	100	0	0
61	188	187	103	0	0	0	0	100	100	0	0	0	0	0	100	100	100	0	0
62	188	187	103	0	0	0	0	100	100	0	0	0	0	0	100	100	100	0	0
63	188	187	103	0	0	0	0	100	100	0	0	0	0	0	100	100	100	0	0
64	188	187	103	0	0	0	0	100	100	0	0	0	0	0	100	100	100	0	0
65	188	187	103	0	0	0	0	100	100	0	0	0	0	0	100	100	100	0	0
66	188	187	103	0	0	0	0	100	100	0	0	0	0	0	100	100	100	0	0
67	188	187	103	0	0	0	0	100	100	0	0	0	0	0	100	100	100	0	0
68	188	187	103	0	0	0	0	100	100	0	0	0	0	0	100	100	100	0	0
69	188	187	103	0	0	0	0	100	100	0	0	0	0	0	100	100	100	0	0
70	188	187	103	0	0	0	0	100	100	0	0	0	0	0	100	100	100	0	0
71	188	187	103	0	0	0	0	100	100	0	0	0	0	0	100	100	100	0	0
72	188	187	103	0	0	0	0	100	100	0	0	0	0	0	100	100	100	0	0
73	188	187	103	0	0	0	0	100	100	0	0	0	0	0	100	100	100	0	0
74	188	187	103	0	0	0	0	100	100	0	0	0	0	0	100	100	100	0	0
75	188	187	103	0	0	0	0	100	100	0	0	0	0	0	100	100	100	0	0
76	188	187	103	0	0	0	0	100	100	0	0	0	0	0	100	100	100	0	0
77	188	187	103	0	0	0	0	100	100	0	0	0	0	0	100	100	100	0	0
78	188	187	103	0	0	0	0	100	100	0	0	0	0	0	100	100	100	0	0
79	188	187	103	0	0	0	0	100	100	0	0	0	0	0	100	100	100	0	0
80	188	187	103	0	0	0	0	100	100	0	0	0	0	0	100	100	100	0	0
81	188	187	103	0	0	0	0	100	100	0	0	0	0	0	100	100	100	0	0
82	188	187	103	0	0	0	0	100	100	0	0	0	0	0	100	100	100	0	0
83	188	187	103	0	0	0	0	100	100	0	0	0	0	0	100	100	100	0	0
84	188	187	103	0	0	0	0	100	100	0	0	0	0	0	100	100	100	0	0
85	188	187	103	0	0	0	0	100	100	0	0	0	0	0</					

OFFICER CONTINUATION RATES SEP86 TO SEP 87

ALL BRANCHES

VRS	BEGAN		STAYED		RATE		DIRECT		BEGAN		RATE		CDS		RTO		ACCELY		OTHER-BNK		
0	5607	5523	0.985	502	492	0.980	145	141	0.972	2639	2651	0.993	1006	998	0.992	1255	1241	0.988	1041	1024	0.985
1	7577	7345	0.965	960	917	0.950	357	349	0.978	4049	4049	0.995	1046	1001	0.987	1051	1041	0.987	1051	1041	0.985
2	7124	6559	0.849	875	683	0.780	505	477	0.825	4737	4005	0.837	855	863	0.934	661	651	0.934	661	651	0.934
3	6504	5434	0.835	636	545	0.857	527	441	0.837	3956	3087	0.779	884	805	0.917	591	576	0.917	591	576	0.917
4	5465	4843	0.886	428	388	0.907	473	411	0.869	2950	2597	0.911	884	697	0.907	850	750	0.862	850	750	0.862
5	5451	4919	0.902	428	388	0.907	473	411	0.869	2950	2597	0.911	884	697	0.907	850	750	0.862	850	750	0.862
6	5230	4764	0.911	419	367	0.876	378	348	0.922	2708	2527	0.913	760	650	0.935	971	900	0.900	1000	900	0.900
7	5133	4780	0.931	361	322	0.892	432	401	0.928	2812	2687	0.949	605	569	0.940	903	871	0.887	903	871	0.887
8	5133	4823	0.932	340	303	0.891	512	477	0.932	2959	2528	0.931	615	587	0.954	1058	939	0.922	1058	939	0.922
9	4582	4374	0.955	379	344	0.908	443	425	0.909	2750	2455	0.916	506	491	0.970	1018	939	0.922	1018	939	0.922
10	4302	3790	0.881	304	280	0.921	458	437	0.924	1950	1621	0.857	555	450	0.891	1075	1022	0.922	1075	1022	0.922
11	3927	3533	0.900	259	236	0.911	432	407	0.922	1682	1436	0.854	444	402	0.905	1110	1022	0.922	1110	1022	0.922
12	3659	3478	0.958	241	227	0.942	312	291	0.933	1646	1586	0.964	386	369	0.956	1044	1022	0.922	1044	1022	0.922
13	3714	3590	0.967	241	209	0.972	367	346	0.943	1478	1436	0.972	367	356	0.970	1287	1243	0.966	1287	1243	0.966
14	4085	3978	0.974	202	194	0.972	508	491	0.967	1598	1548	0.969	325	321	0.988	1452	1424	0.981	1452	1424	0.981
15	3823	3754	0.982	192	190	0.990	397	378	0.952	1552	1530	0.986	256	254	0.992	1426	1420	0.983	1426	1420	0.983
16	3681	3626	0.985	223	214	0.960	458	443	0.937	1320	1321	0.993	294	292	0.993	1376	1366	0.985	1376	1366	0.985
17	4000	3972	0.993	211	209	0.991	474	467	0.991	1246	1238	0.994	270	277	0.993	1490	1491	0.994	1490	1491	0.994
18	3891	3840	0.987	258	253	0.981	813	791	0.973	1001	997	0.996	258	257	0.996	1551	1527	0.988	1551	1527	0.988
19	3770	3755	0.733	432	432	0.704	866	866	0.736	932	757	0.812	217	177	0.816	1203	81	0.665	1203	81	0.665
20	3131	2492	0.796	310	248	0.800	1067	869	0.814	932	635	0.811	184	156	0.848	787	54	0.742	787	54	0.742
21	1560	1335	0.856	149	128	0.859	288	244	0.847	783	548	0.885	155	139	0.897	349	245	0.791	349	245	0.791
22	1381	1204	0.872	128	103	0.855	194	161	0.850	610	556	0.883	150	140	0.923	279	244	0.875	279	244	0.875
23	1256	1023	0.877	113	98	0.877	147	132	0.858	636	554	0.871	119	111	0.923	231	198	0.857	231	198	0.857
24	1191	1028	0.887	107	97	0.907	138	116	0.881	608	541	0.890	126	115	0.913	212	187	0.862	212	187	0.862
25	922	777	0.843	66	49	0.742	174	106	0.850	454	378	0.833	109	99	0.817	173	153	0.856	173	153	0.856
26	712	587	0.824	39	33	0.846	87	74	0.851	364	296	0.813	91	77	0.846	131	107	0.817	131	107	0.817
27	603	478	0.755	43	34	0.791	87	73	0.809	302	209	0.892	76	58	0.763	125	104	0.822	125	104	0.822
28	466	315	0.822	24	19	0.792	80	69	0.802	215	171	0.795	49	46	0.939	88	70	0.795	88	70	0.795
29	334	145	0.398	18	12	0.657	42	34	0.810	176	50	0.284	74	15	0.278	74	34	0.459	74	34	0.459
30	177	108	0.647	12	7	0.553	40	32	0.800	60	32	0.533	22	18	0.813	33	19	0.576	33	19	0.576
UNC	923	776	0.843	18	11	0.651	81	52	0.802	175	142	0.911	50	34	0.883	596	537	0.901	596	537	0.901
TOTAL	109982	100096	0.910	8959	7957	0.868	12107	10857	0.899	51204	46461	0.907	12226	11380	0.931	2245	2341	0.919	2245	2341	0.919

ALL BRANCHES

YRS	RATE	ALL	ROTC	USMA
0	0.985	0.992471	0.991463	0.995991
1	0.965	0.977584	0.974608	0.988024
2	0.849	0.943369	0.940497	0.975179
3	0.835	0.800920	0.787196	0.940073
4	0.886	0.668768	0.621097	0.918451
5	0.902	0.592528	0.565820	0.741190
6	0.911	0.534461	0.516593	0.633717
7	0.931	0.486894	0.474749	0.577316
8	0.932	0.453298	0.450537	0.542677
9	0.955	0.422474	0.428461	0.517714
10	0.881	0.403462	0.413893	0.502183
11	0.9	0.355450	0.342289	0.447445
12	0.958	0.319905	0.292315	0.404937
13	0.967	0.306469	0.281792	0.387120
14	0.974	0.296356	0.273902	0.375507
15	0.982	0.288650	0.265411	0.371001
16	0.985	0.283455	0.261695	0.368033
17	0.993	0.279203	0.259863	0.365456
18	0.987	0.277248	0.258304	0.362898
19	0.733	0.273644	0.257271	0.361446
20	0.796	0.200581	0.208904	0.294940
21	0.856	0.159662	0.169421	0.250109
22	0.872	0.136671	0.149937	0.224348
23	0.877	0.119177	0.132395	0.209317
24	0.887	0.104518	0.115316	0.195292
25	0.843	0.092708	0.102631	0.178302
26	0.824	0.078152	0.085491	0.145673
27	0.755	0.064397	0.069504	0.123239
28	0.822	0.048620	0.048097	0.094031
29	0.398	0.039966	0.038237	0.088295
30	0.647	0.015906	0.010859	0.024546
UNK31	0.843			
TOTAL	0.91			
		11.01698	10.78856	13.60446

PRODUCTIVE PERSON-YEARS

YEAR OF SERVICE .. SIX

	WEST POINT	CADET COMMAND
1986	5.69	5.02
1987	5.56	4.88

HIGHER RATE OF RETURN TO WEST POINT

YEAR OF SERVICE .. SIX

1986	13 %
1987	14 %

YEAR OF SERVICE .. THIRTY

1986	17 %
1987	26 %

FACTS

1. Population of the United States in 1987:

241,000,000

2. Population involved in schools in the United States in 1987:

58,000,000 Students
3,000,000 Teachers and Professors
3,000,000 Administrators

64,000,000 (Total) - 1 out of 4 people

Students in college in the United States in 1987:

12,000,000

Full time students in college in the United States in 1987:

7,000,000

College graduates in the United States in 1987:

974,309

3. Male College Graduates

United States College Graduates - 1983/84: (482,319) (MALE)

Business	129,909	26.9%
Engineering	82,309	17.06%
Physical Sciences	17,134	3.55%
Social Sciences	52,102	10.8%
Computer Science	20,246	4.2%
Life Science	20,558	4.3%
Math	7,366	

WEST POINT'S BRANCHES AND DEGREES

CLASS OF 1987

Branch	Humanities	Business	Engineers	PhysSci	SocSci	OT	Total
Air Defense	0	10	28	12	22	0	72
Adjutant General	9	30	3	0	13	0	55
Armor	13	11	55	8	46	1	134
Aviation	3	8	57	14	15	0	97
Chemical	0	1	0	3	2	0	6
Engineers	3	6	76	18	10	0	113
Field Artillery	15	43	56	19	68	0	201
Finance	0	19	0	0	0	0	19
Infantry	15	24	68	26	94	0	227
MI	3	2	13	14	16	0	48
MPs	8	2	1	0	4	0	15
Ordnance	5	1	18	2	9	0	35
Quartermstr	1	4	4	7	11	0	27
Signal	1	3	16	3	4	0	27
Transport	2	0	4	4	9	0	19
TOTALS	78	164	<u>399</u>	<u>130</u>	323	1	(1095)

SCOLARSHIP STATUS: ALL

BRANCH	TOTAL	A	%	B	%	C	%	D	%	E	%	F	%	G	%	UNK	%
AD	188	3	0.018	65	0.367	12	0.071	9	0.054	73	0.435	3	0.018	1	0.006	2	0.012
AR	240	13	0.054	64	0.287	24	0.100	32	0.133	106	0.442	0	0.000	0	0.000	1	0.004
AV	156	8	0.048	47	0.283	20	0.120	28	0.169	55	0.331	5	0.030	1	0.006	2	0.012
EN	227	1	0.004	11	0.048	150	0.661	51	0.225	10	0.044	2	0.009	0	0.000	2	0.009
FA	255	20	0.056	107	0.301	17	0.048	30	0.085	176	0.496	1	0.003	0	0.000	4	0.011
IN	416	25	0.060	117	0.281	17	0.041	44	0.106	200	0.481	3	0.007	4	0.010	6	0.014
CM	149	6	0.040	21	0.141	22	0.148	71	0.477	22	0.148	5	0.034	1	0.007	1	0.007
ME	274	39	0.142	56	0.204	11	0.040	17	0.062	142	0.518	0	0.000	3	0.011	1	0.011
MP	89	3	0.034	15	0.169	2	0.022	3	0.034	63	0.730	0	0.000	0	0.000	2	0.006
SC	333	14	0.042	102	0.306	136	0.408	39	0.117	40	0.120	0	0.000	0	0.000	0	0.000
AS	55	9	0.164	30	0.545	3	0.055	0	0.000	13	0.236	0	0.000	0	0.000	0	0.000
FI	19	0	0.000	19	1.000	0	0.000	0	0.000	0	0.000	0	0.000	0	0.000	0	0.000
OD	246	8	0.033	49	0.199	77	0.313	39	0.159	68	0.275	3	0.012	0	0.000	2	0.008
OW	159	7	0.044	85	0.535	13	0.082	9	0.057	40	0.252	2	0.013	0	0.000	3	0.019
TC	124	7	0.056	50	0.403	3	0.025	11	0.089	46	0.371	0	0.000	0	0.000	2	0.016
MS	3	0	0.000	0	0.000	0	0.000	1	0.333	2	0.667	0	0.000	0	0.000	0	0.000
SP	0	0	0.000	0	0.000	0	0.000	0	0.000	0	0.000	0	0.000	0	0.000	0	0.000
AN	0	0	0.000	0	0.000	0	0.000	0	0.000	0	0.000	0	0.000	0	0.000	0	0.000
UNK	0	0	0.000	0	0.000	0	0.000	0	0.000	0	0.000	0	0.000	0	0.000	0	0.000
ALL	3023	163	0.054	838	0.277	512	0.169	284	0.127	1058	0.350	24	0.008	10	0.003	34	0.011
AVGSPA	2.90	3.00		2.90		2.83		2.87		2.92		2.77		2.97		3.84	
AVGCMPS	3.85	3.75		3.81		3.72		3.85		3.96		3.80		4.33		3.86	
AVGPMS	.714	.702		.691		.674		.752		.742		.679		.641		.693	

NOTE: A=HUMANITIES B=BUSINESS C=ENGINEERS D=PHYSICAL SCIENCE E=SOCIAL SCIENCE
 F=HEALTH/MEDICAL G=LAW

Degree by Branch All Races Both Sexes All AD

SCHOLARSHIP STATUS: SCHOLARSHIP

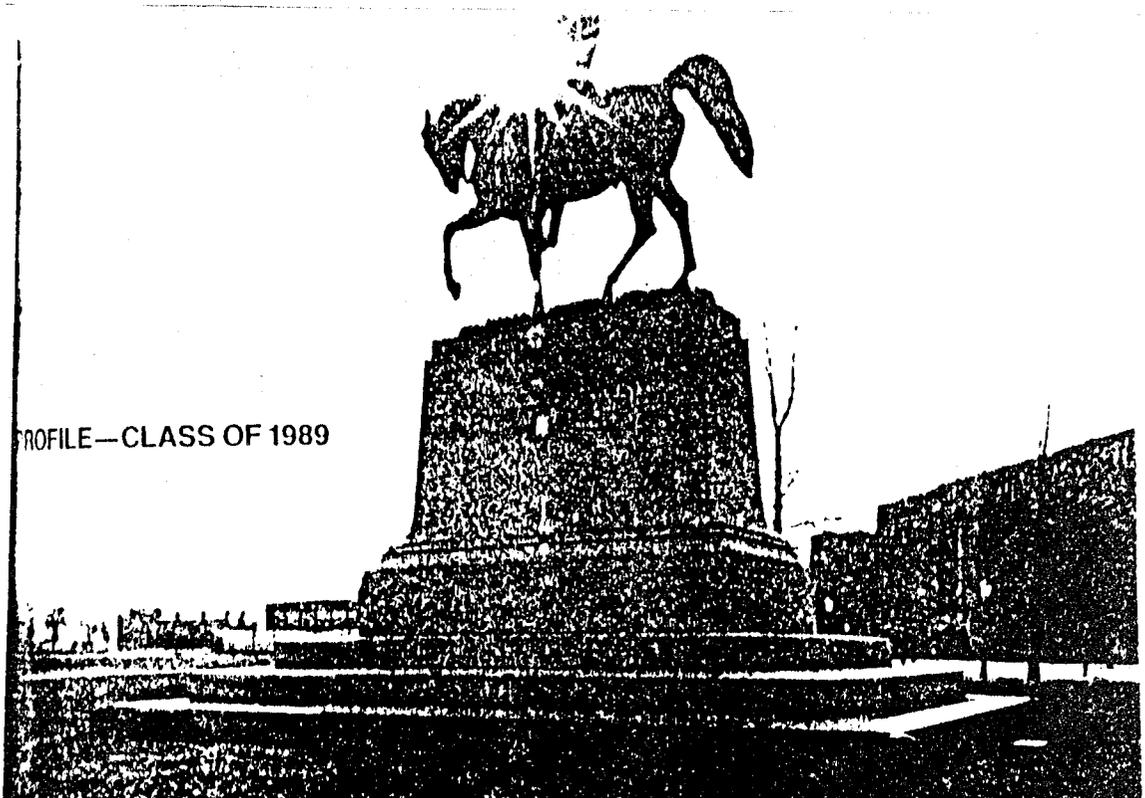
BRANCH	TOTAL	A	%	B	%	C	%	D	%	E	%	F	%	G	%	UNK	%
AD	88	1	0.011	39	0.443	12	0.136	4	0.045	31	0.352	1	0.011	0	0.000	0	0.000
AR	122	4	0.033	34	0.279	15	0.123	22	0.180	47	0.385	0	0.000	0	0.000	0	0.000
AV	98	5	0.051	28	0.286	14	0.143	22	0.224	25	0.255	4	0.041	0	0.000	0	0.000
EN	151	0	0.000	5	0.033	11	0.0735	31	0.205	2	0.013	1	0.007	0	0.000	0	0.000
FA	160	9	0.056	59	0.369	9	0.056	17	0.106	65	0.406	1	0.006	0	0.000	0	0.000
IN	190	8	0.042	57	0.300	13	0.068	29	0.153	60	0.421	1	0.005	1	0.005	0	0.000
CM	91	1	0.011	10	0.110	13	0.143	53	0.582	11	0.121	2	0.022	1	0.011	0	0.000
MI	188	24	0.128	41	0.218	7	0.037	12	0.064	101	0.537	0	0.000	2	0.011	1	0.005
MP	43	1	0.023	10	0.233	2	0.047	0	0.000	30	0.698	0	0.000	0	0.000	0	0.000
SC	218	10	0.046	58	0.266	92	0.422	30	0.139	18	0.083	0	0.000	0	0.000	0	0.000
AG	34	2	0.059	25	0.735	3	0.088	0	0.000	4	0.118	0	0.000	0	0.000	0	0.000
FI	16	0	0.000	16	1.000	0	0.000	0	0.000	0	0.000	0	0.000	0	0.000	0	0.000
OD	153	6	0.039	27	0.176	62	0.405	24	0.157	32	0.209	2	0.013	0	0.000	0	0.000
OM	94	5	0.053	52	0.553	11	0.117	5	0.053	20	0.213	1	0.011	0	0.000	0	0.000
TC	69	6	0.087	30	0.435	5	0.072	7	0.101	21	0.304	0	0.000	0	0.000	0	0.000
MS	3	0	0.000	0	0.000	0	0.000	1	0.333	2	0.667	0	0.000	0	0.000	0	0.000
SP	0	0	0.000	0	0.000	0	0.000	0	0.000	0	0.000	0	0.000	0	0.000	0	0.000
AN	0	0	0.000	0	0.000	0	0.000	0	0.000	0	0.000	0	0.000	0	0.000	0	0.000
UNK	0	0	0.000	0	0.000	0	0.000	0	0.000	0	0.000	0	0.000	0	0.000	0	0.000
ALL	5718	82	0.038	501	0.292	369	0.215	257	0.150	489	0.285	13	0.008	4	0.002	3	0.002
AVGGPA	2.99	3.08		2.99		2.88		2.94		3.07		2.82		3.15		3.00	
AVGCMP	3.77	3.60		3.70		3.69		3.81		3.90		3.86		4.50		3.67	
AVGPMs	.716	.694		.692		.679		.739		.758		.786		.929		.900	

SCHOLARSHIP STATUS: NON-SCHOLARSHIP

BRANCH	TOTAL	A	%	B	%	C	%	D	%	E	%	F	%	G	%	UNK	%
AD	80	2	0.025	26	0.325	0	0.000	5	0.062	42	0.525	2	0.025	1	0.012	2	0.025
AR	118	9	0.076	30	0.254	6	0.076	10	0.085	59	0.500	0	0.000	0	0.000	1	0.008
AV	68	3	0.044	19	0.279	6	0.088	6	0.088	30	0.441	1	0.015	1	0.015	2	0.029
EN	76	1	0.013	6	0.079	39	0.513	20	0.263	8	0.105	1	0.013	0	0.000	1	0.013
FA	195	11	0.056	48	0.246	8	0.041	13	0.067	111	0.569	0	0.000	0	0.000	4	0.021
IN	226	17	0.075	60	0.265	4	0.018	15	0.066	120	0.531	2	0.009	3	0.013	5	0.022
CM	58	5	0.086	11	0.190	9	0.155	18	0.310	11	0.190	3	0.052	0	0.000	1	0.017
MI	96	15	0.174	15	0.174	4	0.047	5	0.058	41	0.477	0	0.000	1	0.012	5	0.058
MP	45	2	0.043	5	0.109	0	0.000	3	0.065	35	0.761	0	0.000	0	0.000	1	0.022
SC	115	4	0.035	34	0.296	44	0.383	9	0.078	22	0.191	0	0.000	0	0.000	2	0.017
AG	21	7	0.333	5	0.238	0	0.000	0	0.000	9	0.429	0	0.000	0	0.000	0	0.000
FI	3	0	0.000	3	1.000	0	0.000	0	0.000	0	0.000	0	0.000	0	0.000	0	0.000
OD	93	2	0.022	22	0.237	15	0.161	15	0.161	36	0.387	1	0.011	0	0.000	2	0.022
OM	65	2	0.031	33	0.508	2	0.031	4	0.062	20	0.308	1	0.015	0	0.000	3	0.046
TC	55	1	0.018	20	0.364	3	0.055	4	0.073	25	0.455	0	0.000	0	0.000	2	0.036
MS	0	0	0.000	0	0.000	0	0.000	0	0.000	0	0.000	0	0.000	0	0.000	0	0.000
SP	0	0	0.000	0	0.000	0	0.000	0	0.000	0	0.000	0	0.000	0	0.000	0	0.000
AN	0	0	0.000	0	0.000	0	0.000	0	0.000	0	0.000	0	0.000	0	0.000	0	0.000
UNK	0	0	0.000	0	0.000	0	0.000	0	0.000	0	0.000	0	0.000	0	0.000	0	0.000
ALL	5305	81	0.062	337	0.258	143	0.110	127	0.097	569	0.436	11	0.008	6	0.005	31	0.024
AVGGPA	2.78	2.91		2.76		2.70		2.73		2.79		2.71		2.85		2.83	
AVGCMP	3.95	3.87		3.96		3.78		3.92		4.00		3.75		4.25		4.00	
AVGPMs	.708	.722		.690		.640		.800		.720		.359		.498		.695	

NOTE: A=HUMANITIES B=BUSINESS C=ENGINEERS D=PHYSICAL SCIENCE E=SOCIAL SCIENCE F=HEALTH/MEDICAL G=LAW

PROFILE—CLASS OF 1989



VOLUME OF APPLICANTS

	Men	Women
APPLICANT FILES		
INVITED	19933	1711
NOMINATED AND EXAMINED	4788	742
QUALIFIED		
academically		
physically & in		
physical aptitude)	2414	322
ADMITTED	1289	183

RANK IN HIGH SCHOOL CLASS

FIRST FIFTH	85.6%
SECOND FIFTH	10.2%
THIRD FIFTH	3.3%
FOURTH FIFTH	0.8%
BOTTOM FIFTH	0.3%

AMERICAN COLLEGE TESTING (ACT) ASSESSMENT PROGRAM SCORES*

RANGE	ENG	MATH	NAT SCI	BOC SCI
31-36	2%	38%	48%	14%
26-30	20%	50%	30%	45%
21-25	68%	14%	13%	33%
16-20	10%	0%	2%	6%
11-15	0%	0%	0%	2%
MEAN	24	29	29	28

COLLEGE BOARD ADMISSIONS TESTING PROGRAM (CBATP) SCORES*

RANGE	VERBAL	MATH
700-800	8%	20%
600-699	28%	52%
500-599	47%	28%
400-499	17%	0%
300-399	0%	0%
MEAN	570	640

*Includes only scores used as a basis for admission.

ACADEMIC HONORS

CLASS VALEDICTORIANS	109
CLASS SALUTATORIANS	100
NATIONAL MERIT SCHOLARSHIP RECOGNITION	389
NATIONAL HONOR SOCIETY	814

ACTIVITIES

BOYS/GIRLS STATE DELEGATE	331
CLASS PRESIDENT OR STUDENT BODY PRESIDENT	342
SCHOOL PUBLICATION STAFF:	
School Paper Editor or Co-Editor	100
School Paper Staff	257
Yearbook Editor or Co-Editor	93
Yearbook Staff	251
DEBATING	180
DRAMATICS	212
SCOUTING PARTICIPANTS	601
Eagle Scout (men) or Gold Award (women)	138
VARSITY ATHLETICS	
Letter Winner	1248
Team Captain	810

GEOGRAPHICAL DISTRIBUTION

The Class of 1989 includes cadets from across the United States, and seven foreign countries, including Guatemala, Jordan, Kenya, Korea, the Philippines, Thailand and Turkey.

667 PROC GLM;
 677 MODEL SAT = BUSINESS ENGNERS PHYSCIN IRACE ISEX IMRS ISCH2 ISCH3 ISCH4;
 687;

SAS 10:39 THURSDAY, SEPTEMBER 17, 1987 2

GENERAL LINEAR MODELS PROCEDURE

DEPENDENT VARIABLE INFORMATION

NUMBER OF OBSERVATIONS IN DATA = 5111

NOTE: ALL DEPENDENT VARIABLES ARE CONSISTENT WITH RESPECT TO THE PRESENCE OR ABSENCE OF MISSING VALUES. HOWEVER, ONLY 1358 OBSERVATIONS CAN BE USED IN THIS ANALYSIS.

SAS 10:40 THURSDAY, SEPTEMBER 17, 1987 3

GENERAL LINEAR MODELS PROCEDURE

DEPENDENT VARIABLE: SAT

SOURCE	DF	SUM OF SQUARES	MEAN SQUARE	F VALUE
MODEL	9	17532981.18451786	1948109.02050197	82.48
ERROR	1348	31839058.91268062	23619.47990555	PR > F
CORRECTED TOTAL	1357	49372040.09719848		0.0001

R-SQUARE	C.V.	ROOT MSE	SAT MEAN
0.355120	14.9315	153.68630357	1029.27393225

SOURCE	DF	TYPE I SS	F VALUE	PR > F
BUSINESS	1	342948.30252072	14.52	0.0001
ENGNERS	1	1067353.13425721	45.19	0.0001
PHYSCIN	1	464012.22785655	19.65	0.0001
IRACE	1	10987448.79855656	465.19	0.0001
ISEX	1	12898.62497045	0.05	0.8153
IMRS	1	205570.36744494	8.70	0.0032
ISCH2	1	14512.23662897	0.61	0.4333
ISCH3	1	136609.93650659	5.78	0.0163
ISCH4	1	4313237.55577653	182.61	0.0001

1981
 male
 928
 Verbal > 600 7.3%
 math > 600 16.1%

SOURCE	DF	TYPE III SS	F VALUE	PR > F
BUSINESS	1	11215.50003607	0.47	0.4909
ENGNERS	1	372054.81868508	15.75	0.0001
PHYSCIN	1	119892.07142606	5.08	0.0244
IRACE	1	8389618.12434995	355.20	0.0001
ISEX	1	6704.73991224	0.28	0.5943
IMRS	1	49934.99627025	2.11	0.1462
ISCH2	1	519453.33572488	21.99	0.0001
ISCH3	1	380356.59097571	16.10	0.0001
ISCH4	1	4313237.55577653	182.61	0.0001

PARAMETER	ESTIMATE	T FOR HQ: PARAMETER=0	PR > ITI	STD ERROR OF ESTIMATE
INTERCEPT	748.57248184	55.74	0.0001	13.42999756
BUSINESS	-7.32618089	-0.69	0.4909	10.63171882
ENGNERS	46.51276325	3.97	0.0001	11.71935849
PHYSCIN	30.03115436	2.25	0.0244	13.32944170
IRACE	236.72603129	18.85	0.0001	12.56059133
ISEX	-6.49292697	-0.53	0.5943	12.18666059
IMRS	-27.45776158	-1.45	0.1462	18.88416490
ISCH2	58.98736701	4.69	0.0001	12.57826982
ISCH3	49.67099750	4.01	0.0001	12.37777471
ISCH4	149.02384464	13.51	0.0001	11.02780910

FA 1-13

PRIMARY	SECONDARY	DESCRIPTION
00	00	MASSIVE CURVES, CO. HOSPITAL, SUDBY
00	00	RESEARCH & DEVELOPMENT
00	00	RESEARCH & DEVELOPMENT
00	00	NUCLEAR WEAPONS
00	00	SYSTEMS AUTOMATION
00	00	OPERATIONS, PLANS & TRAINING
00	00	LEGAL
00	00	CHAPLAIN
00	00	57
00	00	58
00	00	59
00	00	MEDICAL
00	00	MEDICAL
00	00	MEDICAL
00	00	DENTAL
00	00	VETERINARIANS
00	00	MEDICAL SPECIALIST CORPS
00	00	NURSE CORPS
00	00	MEDICAL SERVICE CORPS
00	00	MEDICAL SERVICE CORPS
00	00	69
00	00	70
00	00	AVIATION
00	00	71
00	00	ORDNANCE
00	00	CHEMICAL
00	00	ORDNANCE
00	00	76
00	00	77
00	00	78
00	00	79
00	00	80
00	00	QUARTERMASTER
00	00	QUARTERMASTER
00	00	83
00	00	84
00	00	85
00	00	86
00	00	87
00	00	TRANSPORTATION
00	00	88
00	00	89
00	00	ORDNANCE
00	00	43 QUARTERMASTER
00	00	93
00	00	94
00	00	TRANSPORTATION
00	00	96
00	00	CONTRACTING & INDUSTRIAL MANAGEMENT
00	00	98
00	00	COMBAT DEVELOPMENT
00	00	INDUSTRIAL MANAGEMENT
00	00	10 BLANK FIELD
00	00	884 TOTAL

PRIMARY	SECONDARY	DESCRIPTION
00	00	MASSIVE CURVES, CO. HOSPITAL, SUDBY
00	00	RESEARCH & DEVELOPMENT
00	00	RESEARCH & DEVELOPMENT
00	00	NUCLEAR WEAPONS
00	00	SYSTEMS AUTOMATION
00	00	OPERATIONS, PLANS & TRAINING
00	00	LEGAL
00	00	CHAPLAIN
00	00	57
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00	00	MEDICAL
00	00	MEDICAL
00	00	MEDICAL
00	00	DENTAL
00	00	VETERINARIANS
00	00	MEDICAL SPECIALIST CORPS
00	00	NURSE CORPS
00	00	MEDICAL SERVICE CORPS
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00	00	69
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00	00	AVIATION
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00	00	ORDNANCE
00	00	CHEMICAL
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00	00	QUARTERMASTER
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00	00	86
00	00	87
00	00	TRANSPORTATION
00	00	88
00	00	89
00	00	ORDNANCE
00	00	43 QUARTERMASTER
00	00	93
00	00	94
00	00	TRANSPORTATION
00	00	96
00	00	CONTRACTING & INDUSTRIAL MANAGEMENT
00	00	98
00	00	COMBAT DEVELOPMENT
00	00	INDUSTRIAL MANAGEMENT
00	00	10 BLANK FIELD
00	00	884 TOTAL

PRIMARY	SECONDARY	DESCRIPTION
00	00	MASSIVE CURVES, CO. HOSPITAL, SUDBY
00	00	RESEARCH & DEVELOPMENT
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00	00	SYSTEMS AUTOMATION
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00	00	LEGAL
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00	00	59
00	00	MEDICAL
00	00	MEDICAL
00	00	MEDICAL
00	00	DENTAL
00	00	VETERINARIANS
00	00	MEDICAL SPECIALIST CORPS
00	00	NURSE CORPS
00	00	MEDICAL SERVICE CORPS
00	00	MEDICAL SERVICE CORPS
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00	00	ORDNANCE
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00	00	88
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00	00	ORDNANCE
00	00	43 QUARTERMASTER
00	00	93
00	00	94
00	00	TRANSPORTATION
00	00	96
00	00	CONTRACTING & INDUSTRIAL MANAGEMENT
00	00	98
00	00	COMBAT DEVELOPMENT
00	00	INDUSTRIAL MANAGEMENT
00	00	10 BLANK FIELD
00	00	884 TOTAL

PRIMARY	SECONDARY	DESCRIPTION
00	00	MASSIVE CURVES, CO. HOSPITAL, SUDBY
00	00	RESEARCH & DEVELOPMENT
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00	00	SYSTEMS AUTOMATION
00	00	OPERATIONS, PLANS & TRAINING
00	00	LEGAL
00	00	CHAPLAIN
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00	00	MEDICAL
00	00	MEDICAL
00	00	DENTAL
00	00	VETERINARIANS
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00	00	MEDICAL SERVICE CORPS
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00	00	69
00	00	70
00	00	AVIATION
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00	00	ORDNANCE
00	00	CHEMICAL
00	00	ORDNANCE
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00	00	QUARTERMASTER
00	00	QUARTERMASTER
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00	00	87
00	00	TRANSPORTATION
00	00	88
00	00	89
00	00	ORDNANCE
00	00	43 QUARTERMASTER
00	00	93
00	00	94
00	00	TRANSPORTATION
00	00	96
00	00	CONTRACTING & INDUSTRIAL MANAGEMENT
00	00	98
00	00	COMBAT DEVELOPMENT
00	00	INDUSTRIAL MANAGEMENT
00	00	10 BLANK FIELD
00	00	884 TOTAL

Branch: Field Artillery

Began Fiscal Year 1987

	Humanities	Business	Engineers	PhySci	SocSci	Uth	Total
West Point	15	43	56	19	68	0	201
ROTC	20	107	17	30	176	5	355

Projected in year 19 using Fiscal Year 1986 rates

West Point Rate: .452344

ROTC Rate: .479506

	Humanities	Business	Engineers	PhySci	SocSci	Uth	Total
West Point	7	19	25	9	31	0	91
ROTC	10	51	8	14	84	2	170

Projected in year 19 using Fiscal Year 1987 rates

West Point Rate: .338639

ROTC Rate: .230703

	Humanities	Business	Engineers	PhySci	SocSci	Uth	Total
West Point	5	15	19	6	23	0	68
ROTC	5	25	4	7	41	0	82

Number of productive man-years at Year of Service six.

	1986	1987
West Point	5.72	5.46
ROTC	5.15	4.55

CADET APPRECIATION OF THE CONSTITUTION

- I. Introduction
- II. Academic Program
 - A. Plebe Year
 1. HI 103/104/153 (C) History of the US to Present
 2. MS 101 (C) Introduction to the Military Profession
 - B. Sophomore Year
 1. SS202 (C) Politics and Government
 - C. Junior Year
 1. LW 301 (C) Constitutional Law
 2. HI 373 (E) Revolutionary America
 3. HI 376 (E) American Political History
 - D. Senior Year
 1. LW 402 (C) Military Law
 2. LW 473 (E) Environmental Law
 3. LW 474 (E) Development of Military Law
 4. LW 475 (E) Constitutional Law Seminar
 5. LW 481 (E) International Law
 6. LW 482 (E) Military Aspects of International Law
 7. LW 488 (E) Business Law
- III. Extracurricular Activities
 - A. 1986 Student Conference on US Affairs
 - B. Debate Team
 - C. Domestic Affairs Forum
 - D. Guest Speakers: Judge Bissell-Federal Circuit ('87); Secretary Marsh ('87); Justice Sandra Day O'Connor ('87); James McGregor Burns ('86); John Chancellor ('86); Former President Ford ('86); Jesse Jackson ('86); Attorney General Meese ('86); Judge Bork ('85); Zbigniew Brzezinski ('85); Ambassador Vernon Walters ('85); Chief Justice Burger ('83)
- IV. Intangibles

Enclosure 3

EXPOSURE TO THE CONSTITUTION AT USMA

Cadets at the United States Military Academy (USMA) are given an appreciation of the Constitution and constitutional principles in several ways. First, several courses in the core (required) curriculum deal directly with the Constitution. Second, various elective courses are based on a study of the Constitution, or incorporate substantial material from the document itself and cases interpreting it. Third, some extracurricular activities held at West Point highlight the Constitution or constitutional themes. Finally, the intangibles of a West Point education, such as the numerous reminders of our history and the emphasis on patriotism and loyalty to our constitutional system, help to instill respect and appreciation for our basic document.

USMA is unusual among undergraduate institutions in that it requires completion of two courses in law for graduation. Both of these courses are taught by the Department of Law, consisting entirely of licensed attorneys. Law 301 (TAB A) is a survey of the Constitution and constitutional interpretation substantially taught by the case method. The course covers 32 credit hours and is taught to approximately one thousand cadets (mostly seniors) per year. It begins with an introduction to law, legal reasoning, and basic legal concepts. Cadets are then introduced to the articles of the Constitution, which familiarize them with the "blueprint" for our system of government. Areas emphasized include distribution and interplay of power among the three federal branches and between federal and state governments. Cadets are introduced to such constitutional concepts as judicial review, the commerce power, the Necessary and Proper Clause, the Supremacy Clause, war powers, and the foreign affairs power, to mention a few. The rest of the course deals with the Bill of Rights and the Thirteenth and Fourteenth Amendments, to include substantive and procedural due process and equal protection. Throughout, judicial interpretation of the Constitution is stressed.

Law 402 (TAB B) familiarizes cadets with the various facets of military law. This course is also 32 credit hours and is taught to about one thousand cadets per year. An important part of the course is concerned with the application of constitutional principles within the military context. Cadets learn how principles of speedy trial, statutes of limitations, and former jeopardy apply to members of the armed services and on military installations. Part of the course is dedicated to military administrative law, which acquaints cadets with constitutional limitations on the authority of commanders and the application of due process in military administrative procedures. An international law segment of the course surveys the law of war and

international agreements impacting on the Army, and stresses that international law is incorporated into the law of the land by the Constitution. The course is aimed at preparing cadets for their future roles as officers, when they will be expected to administer military law justly and in accordance with the Constitution.

Other departments also offer required courses emphasizing the Constitution. HI 103/104 (TAB C), a course entitled "History of the United States to the Present," offered by the History Department, dedicates a series of lessons to the Constitution. The course covers two semesters for a total of 80 credit hours. Cadets are normally required to take either this course or world history in their freshman year. Enrollment in HI 103/104 is over 400 a year. The historical origins of the Constitution are covered during the first and second blocs of lessons. Several lessons are devoted to discussing the origins, drafting, and ratification of the Constitution. All cadets are required to read the Constitution and discuss it in class. The first writing assignment requires each cadet to compare and contrast two different interpretations of the origins of the Constitution. The accelerated section of the course (HI 153) conducts a field trip annually to Independence National Historic Park in Philadelphia. Constitutional issues (states' rights, judicial review, slavery, etc.) are the focus of a number of lessons throughout both semesters of the course.

The Social Sciences Department also offers a required course which incorporates an extensive study of the Constitution. SS202 ("Politics and Government" TAB D) starts with the philosophical origins of the Constitution, and examines in detail the structure of the government which the Constitution created. Two lessons are dedicated to the Judiciary, three to Congress, three to the Presidency, two to the bureaucracy, two to political parties, and two to interest groups. The course also examines our political culture and the policy-making process in the United States. SS202 and SS252, its advanced component, cover 47 credit hours and enroll approximately one thousand total students per year. Cadets are normally required to take this course in their sophomore year.

MS101 taught by the Department of Military Science, is a required course for first semester freshmen (TAB E). It enrolls over one thousand cadets each fall semester. This course is intended to be an introduction for new cadets to the profession of military officership, and its primary purpose is to instill in these future officers the values and ethics of the profession. The course teaches Samuel P. Huntington's model of the military profession, which includes the components of responsibility to and integrity toward the client (the society the military serves), and the necessity for the officer to act in the client's best interest and not to exceed his competence (i.e., to confine himself to the

profession of arms). The course emphasizes the constitutional principles of civilian control of the military and military neutrality toward partisan politics, and identifies the historical basis of these principles: the founders' apprehensions regarding large standing armies. The course covers 28 credit hours.

Elective courses offered by some departments allow cadets to pursue further their study of the Constitution. Law 475 (TAB F) is an advanced constitutional law seminar designed to encourage cadets to explore selected constitutional issues in depth and to keep abreast of current constitutional decisions. Law 474 (TAB G) provides cadets an update in military law, to include current constitutional cases impacting on the military. Law 481 and Law 482 (TAB H) are international law seminars which allow cadets to explore further issues that they may face as officers of the federal government dealing with foreign governments. Law 488 ("Business Law", TAB I), starting in spring semester 1987 will familiarize cadets with constitutional issues in government contracting, to include congressional controls on government spending. Law 473 ("Environmental Law", TAB J) introduces cadets to their obligations as federal officers with regard to the environment. All law electives cover 40 credit hours.

HI376F ("American Political History", TAB K), offered annually by the History Department, is an elective which provides an intensive study of the evolution of American political thought from Puritanism through the present administration. Enrollment varies from year-to-year, averaging about 20 cadets. The course covers 40 credit hours. The Constitution and constitutional issues are discussed extensively throughout the course. HI 373M ("Revolutionary America" TAB L) is an elective which includes an in-depth study of the origins, drafting, and ratification of the Constitution. It is also a 40-lesson course enrolling some 25 students per year.

Each of the courses mentioned above incorporates discussion and evaluation of historical and current events applying the constitutional principles taught. For example, in MS101, Truman's relief of MacArthur is discussed, and the point is made that the relief was justified in light of MacArthur's deviation from his area of competency as a military officer. The Law Department this semester incorporated discussion of the Iran-Contra controversy and events in the Persian Gulf to illustrate the same principle and to dramatize the role of the War Powers Act in current exercises of war powers by Congress and the President.

Several extracurricular academic events each year further enhance cadets' exposure to the Constitution and constitutional principles. The most notable recent example was the Student Conference on United States Affairs (SCUSA), held in November of 1986. (TAB M) SCUSA is an annual event hosted by USMA which attracts

scholars and undergraduates from major universities nationwide to discuss current issues in selected topic areas in United States affairs. The 1986 SCUSA was dedicated entirely to the Constitution, and study groups discussed and issued position papers on such topics as search and seizure, equal protection, free speech, and due process. The keynote speaker was Attorney General Edwin Meese, who lectured and answered questions on constitutional issues of current interest. Federal Judge Irving R. Kaufman also spoke on the Constitution and its current meaning for all American citizens. Reflecting their interest in constitutional issues, large numbers of cadets tried out to represent West Point on the round tables, each dedicated to a constitutional topic. Three cadets were selected to sit on each of the fourteen tables, but many of those not selected assisted with the administrative details of the conference and observed the discussions. The 1986 SCUSA was part of a two-year program of events honoring the Bicentennial of the Constitution. This program includes distinguished speakers, museum exhibits, and other public events celebrating our basic document (TAB N).

Other cadet activities which feature study and discussion of constitutional issues are the Cadet Debate Team and the Domestic Affairs Forum. The Debate Team regularly debates constitutional issues and competes annually on the national level. The Domestic Affairs Forum studies American government at four levels: local, city, state, and national. Four trips are scheduled each year to provide cadets an opportunity to observe government in action at each level, and to put cadets in direct contact with principal actors in government at each level. The trips are to Vermont (local - town government level), New York City (city), Massachusetts (state), and Washington, D.C. (federal). On the most recent trip to New York City, the agenda included a meeting with Major Koch, prominent members of the media, members of the City Council, and the Federal Prosecutor for New York. On trips to Washington, D.C. cadets have met with the Vice President of the United States, the Chief Justice of the Supreme Court, representatives of various interest groups, and representatives of the national media, including Sam Donaldson.

Throughout the year, prominent public figures and scholars speak at West Point, and many of them structure their lectures around constitutional topics. One series of lectures on the topic "The Meaning of Freedom" was endowed by a grant from Sol Feinstein, a Lithuanian immigrant to the United States who collected and donated to various universities valuable U.S. historical material. This series has brought such speakers as Milton Friedman, Daniel P. Moynihan, Tom Wolfe, and Elie Wiesel to West Point. Cadets in some courses are required to attend certain lectures, while attendance for other cadets is usually voluntary. The degree of voluntary attendance at lectures addressing constitutional topics is a dramatic illustration of the interest within the Corps of Cadets in this area.

A list of recent speakers whose lectures concerned constitutional themes includes: Supreme Court Justice Sandra Day O'Connor (27 January 1987), Federal Circuit Court Judge Bissell (16 September 1987), John Chancellor (1 December 1986), Jesse Jackson (19 February 1987), Gerald Ford (30 April 1986), James MacGregor Burns (10 April 1986), Supreme Court Chief Justice Warren Burger (1983), Robert Bork (9 April 1985), Vernon Walters (10 September 1985), former national security adviser Zbigniew Brezezinski (15 April 1985), Secretary of the Army Hon. John O. Marsh (1987), General Alexander M. Haig, Jr. (SCUSA 1985), Hon. Lawrence Eagleburger (SCUSA 1983), Mr. Adam Yarmolinsky (SCUSA 1983), and Hon. William P. Clark (SCUSA 1981). A more complete list of speakers appearing at West Point in 1985, 1986, and 1987 is attached (TAB O).



BOARD OF VISITORS
UNITED STATES MILITARY ACADEMY
WEST POINT, NEW YORK 10996
December 4, 1987

Honorable John O. Marsh, Jr.
Secretary of the Army
Washington, DC 20310

Dear Mr. Secretary:

Since your letter of July 16, 1987, to the Board of Visitors which challenged us and the Academy to consider what additional contributions to the Nation and the world might be expected from West Point graduates, or the Academy as an institution, members of the Board and the staff of the Academy have devoted considerable time and effort to accomplishing this most important task. While we realize you do not expect this initial response to be definitive or final, since the composition of the Board is continually changing, as opposed to a core of stability within the Academy, we do offer several thoughts.

The Academy has recently adopted, with the approval of the Army's Chief of Staff, a statement of purpose and mission, fashioned with the help of the Board, which will guide the Academy into the year 2002, the year of its 200th existence, and perhaps beyond. Some have expressed the opinion that if West Point fulfills these charters it will require all the exertions and wholehearted devotions of staff, faculty and the Corps, so as not to dilute the purpose and mission of the Academy as set forth.

On the other hand the Academy itself, sparked by the Board's contribution to "Project 2002" (quoting a recent letter to me by Lieutenant General Dave Palmer) has conceived an idea that may be the sort of bold initiative which would be a partial answer to your challenge. It is an initial concept guidance for the "West Point Institute for American Leadership."

Enclosure 4

It would be presumptive of me, and this Board, to set forth the details of this concept. In our opinion the Academy is best fitted to advance it to you. Ideas such as this will, if the history of cooperation between the Board and the Academy is any guide, be subjected to scrutiny and comment on the part of the succeeding Boards. I can assure you from my own experience of six years on the Board your letter will continue to be a subject of deliberation for many years to come.

Sincerely,

A handwritten signature in cursive script that reads "Clyde H. Slease". The signature is written in dark ink and is positioned above the typed name and title.

Clyde H. Slease
Chairman
USMA Board of Visitors



BOARD OF VISITORS
UNITED STATES MILITARY ACADEMY
WEST POINT, NEW YORK 10996

July 18, 1987

LETTER OF APPOINTMENT

Under the provisions of paragraph 1.04 of the Rules of the Board of Visitors, the following members are appointed as the Executive Committee of the 1987 United States Military Academy Board of Visitors.

MR. CLYDE H. SLEASE, Chairman
REPRESENTATIVE HAMILTON FISH, JR., Vice Chairman
MR. WILLIAM D. MOUNGER, Member
MR. MICHAEL W. GREBE, Member
SENATOR ALFONSE M. D'AMATO, Member
REPRESENTATIVE BILL LOWERY, Member
REPRESENTATIVE OWEN N. PICKETT, Member

The members of the Executive Committee shall serve for a period commencing with their appointment until their reappointment or the appointment of their successors at next year's organizational meeting. The Committee shall serve an oversight function as considered appropriate and necessary and shall report to the Board of Visitors at each meeting with its findings and recommendations. Its recommendations shall be taken up by the Board as agenda items.

A handwritten signature in cursive script that reads "Clyde H. Slease".

CLYDE H. SLEASE
Chairman
1987 USMA Board of Visitors

Appendix 5

The PURPOSE of the United States Military Academy is:

TO PROVIDE THE NATION WITH LEADERS OF CHARACTER WHO SERVE THE
COMMON DEFENSE.

(The purpose statement answers the question, "why?" Why does America have the military Academy?)

Founded during war, the Army was retained "to provide for the common defence." The nature of the American republic demanded officers with democratic values and unquestioned character. To meet this need, the United States founded the Military Academy in 1802. As the Nation has matured, this need has endured. Our military leaders must be exemplars of the values that frame the Nation. The Military Academy must be the wellspring of those values and its graduates must be leaders who adhere to the highest standards. Their character, the embodiment of virtue and personal excellence, must place them above the common level of life and lead them always to choose the harder right over the easier wrong. As leaders of character, they depart West Point with a strong sense of DUTY and a deeply ingrained code of HONOR, inspired to service their COUNTRY -- in its common defense, in peace and war, in whatever capacity the Nation needs.

18 May 1987

Appendix 6

The MISSION of the United States

TO EDUCATE AND TRAIN THE CORPS OF CADETS SO THAT EACH GRADUATE SHALL HAVE THE ATTRIBUTES ESSENTIAL TO PROFESSIONAL GROWTH AS AN OFFICER OF THE REGULAR ARMY, AND TO INSPIRE EACH TO A LIFETIME OF SERVICE TO THE NATION.

(The mission statement answers the question, "what?" What does the Army require the Military Academy to do in order to achieve its purpose?)

The United States Military Academy provides the Corps of Cadets a broad undergraduate education culminating in a bachelor of science degree. At the same time, the Academy educates and trains cadets physically and militarily. Inextricably imbedded in both education and training are ethical development and the molding of character. Immersion in the West Point experience instills in graduates the foundational attributes of leadership.

West Point also motivates graduates toward a commitment to serve the nation. Imbued with the soldierly virtues, graduates are prepared for continued and progressive growth in the profession of arms. Starting as lieutenants, they will advance as far as their talents and the needs of the service take them. Their education to selfless service, even beyond the time in uniform, is both a national need and an historical expectation.

18 May 1987

MATERIALS FURNISHED TO THE BOARD OF VISITORS

1986 BOV Report
Rules of the Board of Visitors
USMA Catalog 1986-1987
Minutes of the Organizational Meeting
Minutes of the Summer Meeting
Transcript of LTC Dan Kaufman's Briefing
Summary of Number of Female Lecturers and Visiting Professors
Summary of the Study of the Price/Cost/Worth of West Point
Copies of Drafts of Nine Overarching Concepts of USMA